

# The Influence of Work Passion and Job Crafting on Job Embeddedness Among Employees of PT X in Semarang City

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**Abstract.** Companies face significant challenges in retaining quality employees due to high turnover rates. One key factor influencing employees' decisions to stay is job embeddedness, which can be affected by various elements. This study analyzes the impact of work passion and job crafting on job embeddedness among employees of PT X Semarang, utilizing a quantitative approach with 237 respondents. Instruments used include the Job Embeddedness Scale (JES), Passion Scale, and Job Crafting Scale (JCS). The analysis reveals that work passion positively and significantly affects job embeddedness, with  $t = 4.268$ ,  $R^2 = 0.072$ , and  $p = 0.00$ , contributing 7.2% to job embeddedness. Additionally, job crafting also shows a positive and significant effect, with  $t = 2.548$ ,  $R^2 = 0.027$ , and  $p = 0.011$ , contributing 2.7%. Furthermore, both work passion and job crafting significantly influence job embeddedness simultaneously, with  $F = 11.013$ ,  $R^2 = 0.086$ , and  $p = 0.00$ , highlighting their importance in enhancing employee attachment to the organization.

**Keywords:** Work passion, job crafting, job embeddedness

## 1. Introduction

The world of work in Indonesia continues to experience complex dynamics, along with economic growth, changing career preferences, and a mismatch between education and industry needs. These challenges require companies to hire human resources (HR) who are not only technically competent, but also have high attachment to the organization. Job embeddedness is an important concept to understand why employees stay with the company, even in the midst of various career opportunities available outside the organization.

A survey by Talentics states that 59% of CEOs rate the importance of attracting and retaining talent [1]. Furthermore, Jobstreet found that 70% of employees feel increased engagement through positive social interactions with superiors and coworkers. A 30% reduction in turnover also occurs in companies that actively build internal social networks. One of the companies that managed to reduce the turnover rate to below 10% is PT X in Semarang, which is engaged in furniture and plywood manufacturing.

The preliminary study shows that some PT X employees actively demonstrate work initiatives beyond their formal descriptions. Although there were resignations, the main motivation was a personal desire to find a job more in line with passion, not due to conflict or dissatisfaction. This

phenomenon shows the importance of two factors: work passion and job crafting in enhancing job embeddedness.

Previous research has shown a relationship between work passion and job embeddedness [2], [3]. In addition, there is also research on job crafting and job embeddedness [4], [5]. However, the findings regarding the harmonious passion aspect still show inconsistencies. Therefore, this study aims to re-examine the effect of work passion and job crafting on job embeddedness, especially in the context of manufacturing industry employees in Indonesia.

## **2. Literature Review**

### **2.1 Job Embeddedness**

The concept of job embeddedness, as an alternative approach to understanding employee retention, emphasizes that an individual remains in an organization not solely due to job satisfaction or commitment, but also due to their ties to the work and the surrounding social environment [6]. Job embeddedness includes three main dimensions: fit (the individual's fit with the organization and community), links (the social relationships that bind the individual to the job and community), and sacrifice (the perceived loss or sacrifice of leaving the job or community).

This model was later developed into six more detailed aspects by Clinton [7]. The first aspect, Job Fit, describes the extent to which employees' personal values, skills, and goals align with the jobs and organizations they work for. The higher the level of fit, the more likely individuals are to feel comfortable and remain in the organization. The second aspect, Job Links, illustrates the number and strength of social relationships that individuals have at work, including connections with coworkers, superiors, and work teams. These relationships serve as a social glue that encourages individuals to stay in the organization due to personal and professional ties. The third aspect, Job Sacrifice, indicates an individual's perception of what they would have to give up if they left their job, such as losing benefits, comfort, or career opportunities. The greater the perceived sacrifice, the higher the level of embeddedness. The fourth aspect, Community Fit, describes an individual's fit with the environment of the community in which they live, encompassing the social norms, lifestyle, and values espoused by the local community. This fit reinforces feelings of comfort and a desire to remain in the community. The fifth aspect, Community Links, indicates the extent to which individuals have social connections outside of work, such as relationships with neighbors, local communities, or social organizations. These relationships create stability and reinforce reasons not to change residences or jobs. The sixth aspect, Community Sacrifice, refers to the extent to which individuals feel they would lose something valuable if they were to leave their community, such as access to public facilities, children's schooling, or social support. High perceptions of this sacrifice may reinforce the decision to stay in their current residence and job.

This approach allows for a more holistic measurement of employee embeddedness, encompassing both internal (organization) and external (home community) aspects. Employees with high levels of embeddedness tend to maintain their positions because they feel fit, socially connected, and

would suffer emotional and financial losses if they left their jobs. Therefore, job embeddedness is an important variable in understanding turnover intention and retention.

## **2.2 Work Passion**

Work passion refers to the tendency of individuals to engage in work that is considered important, enjoyable, and in accordance with personal values. Passion is divided into two types: harmonious passion and obsessive passion [8]. Harmonious passion occurs when individuals voluntarily and flexibly internalize work as part of themselves, so they can work enthusiastically without disturbing other aspects of life. In contrast, obsessive passion arises when work is internalized in an unbalanced manner, resulting in psychological distress, and work becomes dominant in an individual's life.

## **2.3 Job Crafting**

Job crafting is a concept that describes how individuals actively and proactively reshape their work to make it more meaningful, according to personal needs, preferences, and strengths. This concept was first introduced by Wrzesniewski & Dutton [9]. Then further developed quantitatively by Tims et al. [10] divided into four aspects. The first aspect, Increasing Structural Job Resources, involves an individual's efforts to enhance the structural elements of their job, such as autonomy, task variety, and opportunities for self-development. For instance, an employee who actively seeks additional training or requests new, more challenging responsibilities exemplifies this form of crafting. Those engaged in this aspect typically aim to develop their competencies and achieve personal growth.

The second aspect, Increasing Social Job Resources, encompasses an individual's efforts to build or strengthen social support at work, whether from superiors, coworkers, or mentors. Examples of this include seeking feedback, building internal networks, or fostering positive working relationships. Social support has been shown to enhance job satisfaction and reduce stress, which in turn strengthens attachment to the organization. The third aspect, Increasing Challenging Job Demands, refers to employees consciously seeking additional challenges that stimulate their development and motivation. This could involve participating in new projects, taking the initiative to solve complex problems, or setting higher targets than usual. Employees who engage in crafting within this aspect typically possess a high intrinsic drive and a strong desire to achieve more. The fourth aspect, Decreasing Hindering Job Demands, pertains to efforts aimed at reducing or managing workloads that are perceived as obstructive or excessively stressful. Examples include avoiding interpersonal conflicts, simplifying complicated work procedures, or minimizing excessive administrative tasks. The ultimate goal of job crafting is to maintain a work-life balance and reduce the risk of burnout.

Job crafting is seen as an important strategy in dealing with the often unstable dynamics of modern work. Employees who are able to do job crafting will feel more control, involvement, and meaning in their work, which in turn increases productivity and loyalty to the organization. Job embeddedness has been researched both nationally and internationally. Previous studies have combined job embeddedness with various variables. In line with this, there is job embeddedness research which results in job embeddedness having a role in work attachment and job embeddedness also affects innovative work behavior [11, 12]. In addition, there is also research

that states that narcissism leadership has a negative impact on job embeddedness [13]. Other research on job embeddedness and job crafting found that job crafting has a positive relationship with job embeddedness [14, 15].

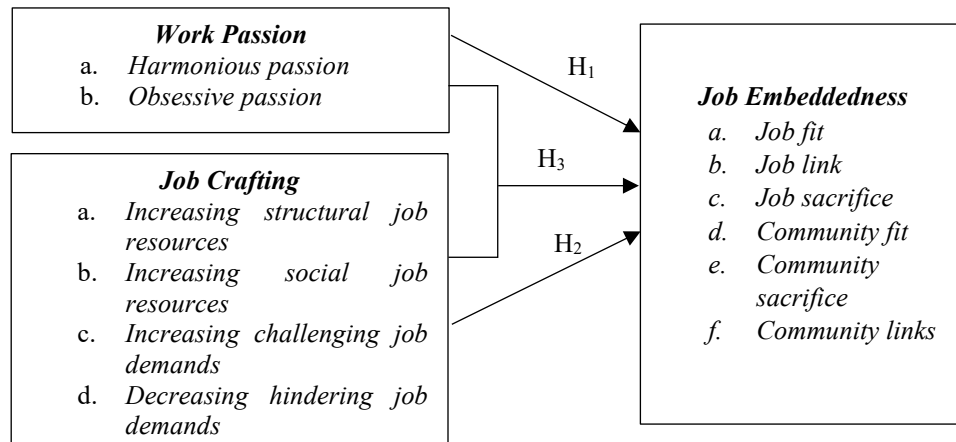
The difference between this research and previous research is in analyzing the combined impact of work passion and job crafting on job embeddedness. This research is different from previous studies because it combines work passion and job crafting on job embeddedness, whereas previous studies only discussed job crafting or work passion. The target of this research is also different, where previous research was conducted on health workers and this research will be conducted on employees of manufacturing companies. In addition, this study was also conducted to clarify the differences in results conducted by previous studies on the work passion variable.

Based on the literature review, this study proposes three hypotheses:

H<sub>1</sub>: There is a positive influence of work passion on job embeddedness

H<sub>2</sub>: There is a positive influence of job crafting on job embeddedness

H<sub>3</sub>: There is an influence of work passion and job crafting on job embeddedness



**Fig. 1.** Hypotheses of this study

### 3. Method

This study uses a quantitative approach that aims to determine the relationship and influence between the independent variables (work passion and job crafting) on the dependent variable (job embeddedness). This research is non-experimental, because there is no manipulation of variables but data collection through questionnaire surveys.

### 3.1 Sample and Population

The population in this study were all employees of PT X, totaling 580 people. The sample was taken as many as 237 employees using simple random sampling technique. The determination of the sample size is based on the Slovin formula as follows:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{580}{1 + 580 (0.05)^2}$$

$$n = \frac{580}{1 + 580 (0.0025)}$$

$$n = \frac{580}{1 + 1.45}$$

$$n = \frac{580}{2.45}$$

$$n = 236.7$$

### 3.2 Research Instruments

This study uses three psychological scales that have been modified and adapted to the research context. The job embeddedness variable was measured using a modified scale comprising 12 items that assess six aspects: job fit, job links, job sacrifice, community fit, community links, and community sacrifice [7]. The items are organized in the form of positive statements and rated using a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree).

The work passion variable was measured using a modified scale consisting of 14 items that assess two aspects: harmonious passion and obsessive passion [8]. This scale also uses a 5-point Likert format. The job crafting variable was measured using a modified scale consisting of 21 items covering four aspects: increasing structural job resources, increasing social job resources, increasing challenging job demands, and decreasing hindering job demands [10]. All measuring instruments have gone through content validity testing (expert judgment) and empirical validity testing with item-total correlation, as well as reliability testing using Cronbach's Alpha. The  $\alpha$  value for all scales is  $> 0.90$ , indicating that all three have excellent reliability.

Table 1. Reliability of Job Embeddedness, Work Passion and Job Crafting

Scale	Alpha Cronbach	Description
Skala Job embeddedness	0,932	Reliable
Skala Work Passion	0,916	Reliable
Skala Job Crafting	0,934	Reliable

### **3.3 Data Analysis Techniques**

Data were analyzed using simple linear regression and multiple linear regression to test the influence of each independent variable (work passion and job crafting) on the dependent variable (job embeddedness). Data processing was done with the help of SPSS version 25.0. The classical assumption tests conducted included normality, linearity, multicollinearity, and heteroscedasticity.

## **4. Result**

### **4.1 Data Collection Process**

This study used 50 PT X employees to test the measuring instrument on February 27, 2025. Collecting data for the measuring instrument trial using a hardfile questionnaire at 12.15 to 13.00. The results of the questionnaire were then tested for validity and reliability. Then data collection was carried out on April 11, 2025 with 100 employees, April 18, 2025 with 100 employees, and April 25, 2025 with 37 employees at PT X. Total data from 237 employees will be used for hypothesis testing. The research data collection was conducted offline at PT X Semarang. In this study, there were 580 employees who became the population and 237 employees who became the research sample. The sampling technique chosen was simple random sampling.

### **4.2 Respondent Description**

This study involved 237 employees from PT X in Semarang. The majority of the respondents were male, as many as 190 people (80%), while female respondents totaled 47 people (20%). Based on age, most respondents were in the age range of 21-30 years as many as 76 people (32%), followed by the age group 31-40 years as many as 64 people (27%), 41-50 years as many as 57 people (24%), and 51-60 years as many as 40 people (17%).

In terms of the latest education, most respondents are high school / vocational school graduates with 170 people (71%). Other respondents came from elementary school (6%), junior high school (20%), D3 (1%), and S1 (1%) educational backgrounds. Marital status showed that the majority of respondents were married, 185 people (78%), while the rest were single (19%) and divorced (3%).

### **4.3 Descriptive statistic**

Descriptive analysis was conducted on the three main variables in this study, namely job embeddedness, work passion, and job crafting. The job embeddedness variable has an average score of 35.05 with a standard deviation of 7. The most dominant category is the medium category, which includes 54% of all respondents. The work passion variable shows an average score of 41.91 with a standard deviation of 7, and is also in the medium category (54%). Meanwhile, the job crafting variable has an average of 69.68 and a standard deviation of 8, with the majority of respondents (51%) also in the medium category.

#### 4.4 Hypothesis Testing

This hypothesis test uses a t-test to determine the effect of work passion on job embeddedness. Based on the analysis results, the simple linear regression test value shows regression significance =  $0.00 < 0.01$ , F value = 18.212, t value = 4.268. These results indicate that H1 is accepted and there is a significant effect of work passion on job embeddedness because the significance value is less than 0.01 ( $0.00 < 0.01$ ). Furthermore, the coefficient of determination R Square is 0.072 which indicates that this study contributes 7.2%, the rest is contributed by other factors not examined. The regression equation in this study is  $y = a + bx$  so that  $y = 23.226 + 0.282x$ . This shows that every time there is an increase of 1 unit in work passion, it will cause an increase in job embeddedness by 0.282 units, assuming other variables are constant.

This hypothesis test uses t-test to determine the effect of job crafting on job embeddedness. Based on the analysis, the simple linear regression test value shows regression significance =  $0.011 < 0.05$ , F value = 6.493, t value = 2.548. These results show that H2 is accepted and there is a significant effect of job crafting on job embeddedness because the significance value is less than 0.05 ( $0.011 < 0.05$ ). Furthermore, the coefficient of determination R Square is 0.027, which shows that this study contributes 2.7%, the rest is contributed by other factors not examined. The regression equation in this study is  $y = a + bx$  so that  $y = 25.365 + 0.139x$ . This shows that every 1 unit increase in job crafting will cause an increase in job embeddedness by 0.139 units with the assumption that other variables are constant.

This hypothesis test uses the F-test to determine the effect of work passion and job crafting on job embeddedness. Based on the results of the analysis, the value of multiple linear regression test shows regression significance =  $0.000 < 0.01$ . This result shows that H3 is accepted and there is a significant influence of work passion and job crafting on job embeddedness because the significance value is less than 0.01 ( $0.000 < 0.01$ ). Furthermore, the F value is 11.013, the t value is 3.972 and the coefficient of determination R Square is 0.086 which shows that this study contributes 8.6%, the rest is contributed by other factors not examined. The regression equation in this study is  $y = a + bx_1 + bx_2$  so that  $y = 17.034 + 0.102x_1 + 0.260x_2$ . This study shows that every 1 unit increase in work passion and job crafting will cause an increase in job embeddedness by 0.102 and 0.260 units with the assumption that other variables are constant.

So it can be concluded that there is a significant influence between work passion on job embeddedness ( $p = 0.000$ ;  $\beta = 0.282$ ), with a coefficient of determination ( $R^2$ ) of 0.072. This means that work passion accounts for 7.2% of the variation in job embeddedness of PT X employees. Furthermore, job crafting also showed a significant influence on job embeddedness ( $p = 0.011$ ;  $\beta = 0.139$ ), although the contribution of the variance explained was relatively small, at 2.7% ( $R^2 = 0.027$ ). The simultaneous effect of work passion and job crafting on job embeddedness was tested through multiple regression. The results showed a significant effect ( $p = 0.000$ ), with regression coefficient values of  $\beta = 0.102$  for work passion and  $\beta = 0.260$  for job crafting, respectively. The  $R^2$  value of 0.086 indicates that the two variables together explain 8.6% of the variation in employee job embeddedness.

## 5. Discussion

The results of the t-test from work passion on job embeddedness indicate that the simple linear regression analysis shows a significance level of 0.00, which is less than 0.01. This finding suggests a significant influence of work passion on job embeddedness. However, the effect of work passion on job embeddedness is relatively small, accounting for only 7.2% of the variance, with the remaining influence attributed to other unexamined variables. These findings are supported by previous research which found that obsessive passion as an aspect of work passion, positively correlates with job embeddedness [3]. Similarly, research conducted on hotel employees in Indonesia indicated that both harmonious and obsessive passions are positively related to job embeddedness [2]. This suggests that when individuals possess passion for their work, they are more likely to feel a stronger connection to their jobs.

The t-test results from Job Crafting on Job Embeddedness reveal that the simple linear regression analysis shows a significance level of 0.011, which is less than 0.05. This indicates a significant influence of job crafting on job embeddedness. However, the effect of job crafting on job embeddedness is also small, accounting for only 2.7% of the variance, with the remaining influence attributed to other unexamined variables. The findings of this study align with previous research highlighting the active role of employees in shaping their work in relation to job embeddedness. For instance, Yun et al. demonstrated a positive relationship between job crafting and job embeddedness, with a significance value of 0.548 ( $0.548 > 0.05$ ) [5]. Additionally, another research found that job crafting has a positive and significant impact on job embeddedness [14].

The F-test results indicate that the multiple linear regression analysis shows a significance level of 0.000, which is less than 0.05. This finding demonstrates a significant positive influence of both work passion and job crafting on job embeddedness. This simultaneous effect suggests that a strong drive for a beloved job, combined with proactive initiatives to modify work practices, can substantially enhance employees' attachment to the organization. According to the Person-Job Fit Theory, the harmony between individual characteristics, particularly interests, and job attributes leads to better work outcomes, such as higher levels of embeddedness [16]. In this study, employees who possess passion for their work and actively engage in job modifications tend to experience greater job embeddedness. Furthermore, the Job Demands-Resources Theory is also relevant, as work passion can be seen as a trigger for motivation and energy that helps individuals cope with job demands and enhances their sense of connection [17].

Based on the Self-Determination Theory (SDT), work passion fosters intrinsic work engagement, ultimately strengthening emotional and psychological attachment to both the job and the organization [18]. While job crafting has been shown to enhance job embeddedness, this process often relies on the presence of work autonomy and organizational support to be optimally executed [5]. Therefore, work passion tends to have a more fundamental and consistent impact on job embeddedness compared to job crafting, which is more contextual and reactive to work conditions. On the other hand, job crafting serves as a mechanism for employees to enrich their job resources, such as social support, which can alleviate burdensome demands. This combination has the potential to reduce job obstacles, thereby minimizing the desire to leave, which indirectly contributes to job embeddedness.



In addition to the aforementioned theories, the findings of this study align with the work passion theory proposed by Vallerand et al., which emphasizes the importance of positive feelings and engagement in meaningful work [19]. Moreover, previous research has found a positive relationship between job crafting and job embeddedness [15]. Thus, it can be concluded that employees who not only possess passion for their work but also actively adjust their roles and responsibilities are more likely to feel attached and motivated to remain part of the organization. Work passion has a more substantial influence compared to job crafting, as it serves as a strong internal motivation rooted in individuals' identities and personal values regarding their work. In the case of obsessive passion, work becomes a crucial part of an individual's identity, creating a deep emotional bond with the organization and reluctance to leave [3]. Conversely, job crafting is an adaptive behavior that emerges as a manifestation of this motivation, and its influence tends to depend more on environmental support, such as psychological capital and social support [5].

## 6. Conclusion

Based on the research results, work passion and job crafting are a combination that can strengthen employee engagement with the company. Therefore, it can be concluded that:

- 6.1 Work passion influences the job embeddedness of employees at PT X, Semarang City.
- 6.2 Job crafting has a positive influence on job embeddedness among employees at PT X, Semarang City.
- 6.3 Work passion and job crafting simultaneously influence job embeddedness among employees at PT X, Semarang City.

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