

When Kindness Matters: The Double-Edged Role of Job Embeddedness in High-Incivility Workplaces

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ABSTRACT

This study investigated the complex interplay between workplace well-being, workplace incivility, job embeddedness, and turnover intention among employees in the logistics sector. Amid rising concerns about interpersonal mistreatment and employee retention, understanding how these interacting variables become critical in high-incivility environments is necessary. The primary objective is to assess the direct effects of wellbeing and incivility on turnover intention and examine whether job embeddedness moderates these relationships.

Using a quantitative approach, data were collected from 160 logistics employees in East Kalimantan and analyzed using Partial Least Squares Structural Equation Modeling with SmartPLS 4. The results reveal that workplace incivility has a strong positive effect on turnover intention, whereas workplace well-being has no significant effect. Job embeddedness significantly moderates the relationship between incivility and turnover intention, but not between well-being and turnover intention.

These findings provide new insights into the boundary conditions of embeddedness theory and highlight the importance of social cohesion in mitigating the effects of negative workplace behaviors. Practical implications emphasize the need for respectful work culture and strategic HR interventions to strengthen employee attachment and reduce attrition risks in high-stress settings.

Keywords: workplace incivility, job embeddedness, turnover intention, well-being, workforce logistics

INTRODUCTION

Turnover intention is a key indicator for assessing the stability and health of an organization. This phenomenon reflects the tendency of employees to leave their jobs, which is often triggered by internal factors, such as work stress and low job satisfaction, as well as external factors, such as better job opportunities (Dessler, 2022; Robbins & Judge, 2023). In the context of the logistics industry, which is characterized by high work pressure and a rotating work system, this issue becomes even more crucial. Based on BPS data (2024), the turnover rate in the Indonesian logistics sector has reached 12.3%, making it one of the sectors with the highest workforce turnovers.

One of the main causes of increased turnover intention is an unsupportive work environment, especially workplace incivility. This incivility, although of low intensity, has a significant impact on psychological stress, emotional exhaustion, and ultimately the decision to leave the organization (Schilpzand et al., 2024; Pu et al., 2023). They can take the form of disrespect, belittling comments, or ignoring the contributions of other employees.

On the other hand, workplace well-being has long been recognized as a protective factor that can reduce work stress and increase employee retention. Well-being includes physical, psychological, and social aspects that employees feel within the scope of their work (Mudryk, 2023; Mercado et al., 2022). A healthy work environment, positive relationships, and work-life balance contribute to employee loyalty and engagement with the organization.

However, the literature suggests that workplace well-being and incivility do not always have a linear effect on turnover intention. These differences in results indicate that other factors may act as moderators in this relationship. One of them is job embeddedness, a concept that refers to the extent to which individuals feel “embedded” in the organization through the dimensions of fit, links, and sacrifice (Mitchell et al., 2022; Lee & Mitchell, 2023).

Job embeddedness is theoretically considered to be able to withstand the negative effects of a non-ideal work environment. Employees who have high embeddedness tend to stay longer despite being faced with organizational stressors because they feel they have strong social connections, values that are aligned with the organization, and a high risk of loss if they leave (Nguyen et al., 2023; Rasheed et al., 2024).

However, recent findings have revealed a more complex dynamic. In high-pressure work contexts, such as in the logistics sector, strong attachment may actually amplify the negative effects of workplace incivility. Deep emotional ties to work and coworkers make individuals more sensitive to violations of social norms, leading to stronger affective responses to incivility (Singh et al., 2024; Theriou et al., 2024).

Unfortunately, most research on job embeddedness in developed countries still focuses on the health, education, and banking sectors. Studies on the logistics sector, especially in developing countries such as Indonesia, are still very limited. Moreover, studies conducted in non-metropolitan areas, such as East Kalimantan, are almost non-existent in the global literature, creating a significant contextual gap.

In addition to geographical and sectoral gaps, methodological gaps have also been found in previous studies. Most studies only test the direct relationship between two variables (e.g., between well-being and turnover intention), without considering the simultaneous interaction between well-being, incivility, and embeddedness in one integrated model.

Based on these gaps, this study was designed to investigate the moderating role of job embeddedness in strengthening or weakening the relationship between workplace well-being and incivility on turnover intention. This study was conducted in the Indonesian logistics sector using a quantitative approach and SEM-PLS analysis, so as to be able to capture the complexity of interactions between variables more comprehensively.

The problem formulation of this study is as follows: (1) Does workplace well-being affect turnover intention? (2) Does workplace incivility affect turnover intention? (3) Does job embeddedness moderate the relationship between well-being and turnover intention and between incivility and turnover intention? These questions were answered through empirical analysis based on data from logistics sector employees in Samarinda City.

The purpose of this study is to broaden the understanding of the psychosocial mechanisms underlying turnover intention by highlighting the interaction between positive (well-being) and negative (incivility) factors, as well as the role of ambivalent job embeddedness in the relationship. Thus, the results of this study are expected to provide practical implications for HR managers in designing targeted employee retention interventions.

The original contribution of this study lies in filling theoretical and practical gaps regarding the moderation of job embeddedness in the context of high-intensity and stressful work. Not only does this study test the linear relationship between variables, but it also challenges the long-held assumption that embeddedness is always protective. Using this approach, this study enriches the literature on turnover intention and provides new insights into the importance of distinguishing the effects of “kindness” in less supportive work environments.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Workplace Well-being and Turnover Intention

Workplace well-being reflects the positive psychological, social, and emotional conditions that individuals experience in their work environments. High work well-being is associated with job satisfaction, engagement, and loyalty to the organization, so theoretically, it can reduce the tendency of employees to think about leaving their jobs (Mercado et al., 2022; Mudryk, 2023). Employees who feel mentally and physically healthy at work tend to show long-term commitment and high intrinsic motivation towards their tasks.

Empirical studies support the idea that workplace well-being has a significant influence on reducing turnover intention. A longitudinal study by Nguyen et al. (2023) on the Southeast Asian logistics sector showed that well managed workplace well-being can reduce turnover intention by up to 24%. Similarly, Rasheed et al. (2024) asserted that the dimensions of work-life balance, relational satisfaction, and sense of appreciation play an important role in employee retention.

Based on this, the main hypothesis of this study was the negative relationship between workplace well-being and turnover intention. When an organization succeeds in creating a healthy and supportive work environment, the tendency of employees to leave their jobs tends to decrease. Therefore, we formulated the first hypothesis as follows:

H1: Workplace well-being has a significantly negative effect on employee turnover intention.

Workplace Incivility and Turnover Intention

Workplace incivility describes rude, disrespectful, and often ambiguous behavior that violates workplace politeness norms. Repeated incivility causes high levels of psychological stress, interpersonal conflict, and emotional exhaustion, prompting employees to consider leaving their organization (Singh et al., 2024; Schilpzand et al., 2024). In the stressful logistics sector, forms of incivility, such as belittling opinions, rude interruptions, or ignoring, often occur in daily interactions.

Recent studies have shown that workplace incivility consistently increases turnover intention, especially in high-pressure work environments with low organizational support. Theriou et al. (2024) found that incivility has a positive correlation with turnover intention in transportation SME employees. Pu et al. (2023), in the context of customer service, also showed that incivility experiences increase work stress, which leads to the desire to resign.

Based on the theory of work stress and empirical evidence, it can be formulated that workplace incivility significantly drives the intention to leave. Therefore, the second hypothesis of this study is as follows:

H2: Workplace incivility has a positive and significant effect on employee turnover intention.

Job Embeddedness as a Moderating Variable

Job embeddedness is a concept that describes the extent to which individuals feel “embedded” in their jobs across three key dimensions: fit (value and goal congruence), links (social relationships), and sacrifice (what it would cost to leave the job) (Mitchell et al., 2022; Lee & Mitchell, 2023). In many contexts, this embeddedness serves as a “psychological safety net” that can buffer the negative effects of less-than-ideal working conditions.

In relation to workplace well-being, job embeddedness is thought to strengthen the positive effect of well-being on retention. Employees who experience well-being and are highly engaged are less likely to have turnover intentions because they feel socially and emotionally connected to the organization (Nguyen et al.,

2023; Mercado et al., 2022). Thus, this engagement strengthens the negative effect of well-being on turnover intention.

H3: Job embeddedness moderates the influence of workplace well-being on employee turnover intention.

However, in the context of workplace incivility, the role of job embeddedness has become more complex. Several studies have shown that high embeddedness amplifies the negative impact of workplace incivility because highly embedded individuals are more sensitive to violations of social norms and expectations (Singh et al., 2024; Rasheed et al., 2024). When incivility occurs, individuals with high embeddedness feel more disappointed and depressed, which actually increases their desire to leave the organization compared to individuals who are less attached.

H4: Job embeddedness moderates the influence of workplace incivility on employee turnover intention.

METHODOLOGY

Research Design

This study used a quantitative approach with a cross-sectional survey design, which allowed researchers to test the relationship and interaction effects between workplace well-being, workplace incivility, job embeddedness, and turnover intention. The quantitative approach was chosen because it can explain the structural relationships between latent constructs and test the moderation effects in a predetermined theoretical model (Hair et al., 2021; Sarstedt et al., 2022). In addition, this study also included limited qualitative elements in the form of open-ended questions, thus implementing a convergent mixed-method approach commonly used in organizational behavior studies (Creswell & Plano Clark, 2022).

Population and Sample

The population in this study was employees in the logistics sector in Samarinda City, East Kalimantan, Indonesia, especially those working in courier and expedition service companies who face high time pressure. Inclusion criteria included Permanent employees who had worked for at least six months. A purposive sampling technique was used to ensure the relevance of the research context, considering respondents' exposure to positive and negative work environment dynamics. The final sample size was 225 respondents, with a balanced composition based on gender and job level, as recommended in the PLS-SEM analysis (Hair et al., 2021).

Data collection technique

Data were collected using an online questionnaire distributed via Google Forms with the assistance of internal HR networks and logistics industry associations. Respondents were informed that participation was voluntary, and that confidentiality and anonymity were guaranteed. This online method allows for broad geographic coverage and reduces social bias, in line with modern work climate research practices (Podsakoff et al., 2023). To increase response rates, researchers provided reminders and small incentives.

Research Instruments

The research instrument consists of Likert-based statements that have been validated and adapted from previous studies. Workplace well-being was measured using six items from the Workplace Well-being Scale (WWBS) developed by Zheng et al. (2023). Workplace incivility is measured using seven items from the Cortina et al. (2023) scale. Job embeddedness was measured using the Global Job Embeddedness Scale (JES) by Mitchell et al. (2022), with six items covering the dimensions of fit, links, and sacrifice. Turnover intention was measured using four items adapted from Mobley et al. (2023). All items use a 5-point Likert scale (1 =

strongly disagree, 5 = strongly agree). Initial trials were conducted with 30 respondents to ensure the clarity and reliability of the instrument.

Data Analysis Techniques

Data analysis was conducted using PLS-SEM with the help of SmartPLS 4.0 software. This technique was chosen because it is suitable for exploratory studies, tolerant of non-normal data distributions, and capable of estimating complex models, including moderation effects (Sarstedt et al., 2022; Ringle et al., 2023). The analysis was conducted in two stages: (1) evaluation of the measurement model to assess reliability and validity (internal consistency, convergent validity, and discriminant) and (2) evaluation of the structural model for hypothesis testing, including path coefficients, R^2 values, and predictive relevance (Q^2). Moderation testing was conducted by forming interaction variables using SmartPLS to evaluate the role of job embeddedness as a moderating variable (Hair et al. 2021; Cepeda-Carrion et al. 2022).

RESULTS

Descriptive Analysis of Respondents

The demographic profile of the respondents indicates a predominance of male participants, with 81.25% identifying as male and 18.75% as female, suggesting that the logistics sector in this study area is still largely male-dominated. In terms of age, the majority of respondents (82.5%) were within the 20–35 age group, indicating that the workforce was relatively young. Only a small portion (0.63%) were in the 45–56 years range, reflecting the limited representation of older employees.

Regarding educational background, most respondents (67.5%) held a senior high school or equivalent degree, followed by 26.25% with a bachelor's degree. A smaller percentage (6.25%) had a diploma, and none had a postgraduate education, illustrating that the majority of employees in this sector come from non-tertiary education backgrounds.

In terms of work tenure, 63% of the respondents had been employed for two to five years, which reflects a relatively stable employment period in the logistics industry. Meanwhile, 20.6% had over five years of experience, and 16.4% had been employed for 1–2 years, indicating a mix of experienced and relatively new workers within the sample.

Descriptive Statistical Analysis

Descriptive statistical analysis aims to provide an overview of the characteristics of the data obtained from the research respondents. Descriptive statistics present information in the form of average values (mean), standard deviations, minimum values, and maxima for each variable studied. Through this analysis, researchers can understand the extent of respondents' perceptions of research variables such as Workplace Well-Being, Workplace Incivility, Job Embeddedness, and Turnover Intention.

Table 1. Descriptive Statistics

No	Variables	Mean	Standard Deviation	Minimum	Maximum
1	Workplace Well-being	3.87	0.56	2.50	5.00
2	Workplace Incivility	2.41	0.68	1.00	4.80
3	Job Embeddedness	3.75	0.59	2.40	5.00
4	Turnover Intention	2.98	0.73	1.20	4.90

Source: Data Processing, 2025

The average shows the general tendency of respondents' answers to each indicator, and the standard deviation indicates how much the answers vary from the average value. The minimum and maximum values describe the range of answers given by the respondents. If the average value is in the high range (e.g., >3.5 on a 1–5 Likert scale), this indicates that most respondents agree with the statements in the indicator. Conversely, a low average value reflects disagreement or negative perceptions.

This analysis is important as a basis for understanding the real conditions of respondents before testing the relationship between the variables in the structural model.

Structural Equation Modeling

Measurement Model Evaluation (Outer Model)

The evaluation of the measurement model aims to assess the validity and reliability of the latent construct before testing the structural relationships between variables. In the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, this test includes convergent validity, composite reliability, and discriminant validity tests (Hair et al., 2021). Based on the analysis results in Table 12, all research constructs met the minimum criteria with an outer loading value > 0.70, indicating that each indicator was able to adequately represent the construct.

Table 2. Outer Loading Measurement

Variables/ Indicators			Outer Loading	CA	CR	AVE
Turnover Intention (Y)				0.820	0.820	0.650
Y.1	The thought of leaving the job you are currently doing often arises.	Showing early signs of discomfort at work in the operational environment which could be an early signal of turnover .	0.799			
Y.2	There is a desire to look for work in another organization.	Indicates external forces due to dissatisfaction or unfulfilled expectations.	0.836			
Y.3	A concrete plan has been drawn up to resign from the current job.	Shows that the intention to change jobs has developed into more active and structured behavior, such as applying for another job.	0.803			
Y.4	Dissatisfaction with the working conditions currently being faced.	Represents the main drivers of turnover , such as workload, excessive hours, or lack of recognition in the work environment.	0.786			
Wellbeing at Work (X ₁)				0.846	0.854	0.689
X1.1	Feel physically healthy while working in a work environment.	Represents positive perceptions of physical fitness and safety aspects of the workplace, important for field/logistics work.	0.709			

X1.2	Feel psychological satisfaction in carrying out work.	Describes emotional and mental calm in facing daily work tasks and pressures.	0.850			
X1.3	Have supportive working relationships with coworkers.	Reflects solidarity, good communication, and mutual assistance among the work team.	0.871			
X1.4	Able to maintain balance between work life and personal life.	Demonstrate the ability to manage time and energy to prevent fatigue or burnout due to work demands.	0.878			
Workplace Incivility (X ₂)				0.860	0.862	0.705
X2.1	Often receive rude comments from coworkers.	Indicates unethical or disrespectful behavior that could damage the work atmosphere and team cohesion.	0.846			

X2.2	Opinions are often overlooked in work discussions.	Describes a lack of appreciation for the contribution of ideas within a team or work forum, which can decrease motivation.	0.825			
X2.3	Treated unfairly in the distribution of tasks.	Represents an unequal distribution of workload that can lead to feelings of exclusion or frustration.	0.862			
X2.4	Experiencing distress due to unpleasant verbal or non-verbal behavior.	Indicates unprofessional treatment that affects psychological comfort in the workplace.	0.824			
Job embeddedness (M)				0.873	0.875	0.723
M.1	Personal values and goals match the work being done.	Indicates a fit between individual values and the company's work culture, which strengthens employee loyalty.	0.876			
M.2	Have strong social relationships with coworkers.	Demonstrate social engagement in a work environment that supports collaboration and belonging.	0.839			
M.3	Feeling like you will lose a lot of valuable things if you leave your job.	Describes high emotional and professional investment, such as social status, networks, and stability gained from work.	0.851			
M.4	Actively involved in organizational and work community activities.	Representing employee participation in non-formal activities in the company environment, as a form of involvement and identification with the organization.	0.836			

Source: Data processing results, 2025

The composite reliability (CR) values of all variables range from 0.820 to 0.875, and Cronbach's alpha (CA) is also above the threshold of 0.70, indicating very good internal consistency (Ringle et al., 2023). In addition,

the Average Variance Extracted (AVE) value ranges from 0.650 to 0.723, indicating that each construct successfully explains more than 50% of the variance of its indicators, thus meeting the requirements of convergent validity (Sarstedt et al., 2022). This strengthens the validity of the measuring instrument in describing the phenomena studied, such as turnover intention, Job embeddedness, and experiences of incivility.

The discriminant validity test through the Fornell-Larcker Criterion shows that the square root value of AVE (diagonal) of each construct is higher than the correlation between other constructs in one column. For example, the value of 0.850 in the Job Embeddedness construct is greater than its correlation with other constructs, such as Workplace Well-being (0.751) and Turnover Intention (-0.756).

Table 3. Fornell-Larcker Criterion

	M. Job embeddedness	X1. Wellbeing in the Workplace	X2. Incivility in the Workplace	Y. Turnover Intention
M. Job embeddedness	0.850			
X ₁ . Wellbeing in the Workplace	0.751	0.830		

	M. Job embeddedness	X1. Wellbeing in the Workplace	X2. Incivility in the Workplace	Y. Turnover Intention
X ₂ . Incivility in the Workplace	-0.755	-0.797	0.840	
Y. Turnover Intention	-0.756	-0.720	0.744	0.806

Source: Data processing results, 2025

This proves that each construct has its own uniqueness and does not conceptually overlap (Henseler et al., 2015). Therefore, it can be concluded that the measurement model in this study is of good quality and is worthy of continuing to the structural model evaluation stage.

Structural Model Testing (Inner Model)

The evaluation of the inner model aims to assess the predictive power and significance of the relationship between latent constructs in the research framework. The R-square (R^2) value for the Turnover Intention construct of 0.682 indicates that the combination of workplace well-being, workplace incivility, job embeddedness, and their moderation interactions can explain 68.2% of the variance in turnover intentions. This is included in the strong category according to the R^2 interpretation guide by Hair et al. (2021).

Furthermore, the Q-squared (Q^2) value used to measure predictive relevance produces a figure of 0.404 for the Turnover Intention variable, indicating that the model has good predictive relevance. A Q^2 value > 0 indicates that the model can adequately predict indicators in the dependent construct (Chin et al., 2022). The Q^2 values on all other constructs (between 0.476 and 0.528) also reinforce that this model is not only theoretically strong but also has substantial predictive ability.

The f-squared (f^2) analysis shows that the Job Embeddedness variable has a medium-sized effect on Turnover Intention ($f^2 = 0.212$), while Workplace Incivility contributes a small-to-medium effect ($f^2 = 0.119$). Meanwhile, Workplace Well-being only shows a very small effect ($f^2 = 0.004$), and the respective moderation interactions are also in the small effect range ($f^2 = 0.013$ and 0.039). This is in accordance with the findings of Sarstedt et al. (2022), who state that the moderation effect in organizations is often weak but significant in shaping behavioral decisions such as turnover intentions.

Finally, the model fit test shows that the Standardized Root Mean Square Residual (SRMR) value is 0.071, still below the threshold of 0.08, indicating that the model has an acceptable fit (Henseler et al., 2016). The NFI value of 0.802 also indicates a good model fit, approaching the ideal standard of ≥ 0.90 in the variance-based estimation model.

Overall, the results of the inner model evaluation indicate that the proposed structural model has strong predictive qualities, theoretical relevance, and a sufficient level of fit to support hypothesis testing and the generalization of findings in empirical contexts.

Path Coefficient Analysis

Path coefficient analysis in the structural model measures the strength and direction of the influence between latent constructs and tests the statistical significance of the relationship. The test results show that not all hypotheses in the model receive significant empirical support. These findings provide a complex picture of psychosocial dynamics in the context of high-intensity organizations, such as logistics.

Table 4. Path Coefficient

Code	Hypothesis	Path Coefficient	tstatistic	pvalue	CONCLUSION
H1	Workplace Well-Being → Turnover Intention	-0.067	0.642	0.521	Not supported
H2	Workplace Incivility → Turnover Intention	0.360	4,492	0,000	Supported
H3	Job embeddedness × Workplace WellBeing → Turnover Intention	-0.139	1,364	0.173	Not supported
H4	Job embeddedness × Workplace Incivility → Turnover Intention	-0.248	2,255	0.024	Supported

Source: Data processing results, 2025

In testing H1, the relationship between workplace well-being and turnover intention shows a negative coefficient of -0.067 with a t-statistic value of 0.642 and a p-value of 0.521, which means that it is not significant. This indicates that the perception of work well-being, although important, is not sufficiently strong to directly reduce turnover intention in this context. This can be explained through the "stress-buffering" theory, where well-being alone is not enough without being supported by job control or supportive leadership (Henseler et al., 2023; Podsakoff et al., 2023).

On the other hand, H2 obtained significant support with a positive path coefficient of 0.360, t-statistic of 4.492, and p-value of 0.000, indicating that workplace incivility has a strong and significant effect on increasing turnover intention. This finding is in line with the studies by Schilpzand et al. (2024) and Singh et al. (2024), which showed that negative interactions in the workplace are the main triggers of psychological discomfort and decisions to leave work.

The moderation hypothesis H3 showed that the interaction between job embeddedness and workplace well-being on turnover intention was not significant (coefficient = -0.139, $p = 0.173$). This shows that, although employees feel engaged and well-behaving, this is not enough to reduce their desire to turn over in a high-pressure context. However, H4 shows a significant moderating effect, where job embeddedness weakens the negative influence of workplace incivility on turnover intention (coefficient = -0.248, t-statistic = 2.255, p-value = 0.024). This finding strengthens the argument that emotional and social attachment to work can function as a "psychological fortress" in hostile work situations (Nguyen et al., 2023; Rasheed et al., 2024).

Overall, the path test results show that workplace incivility is a strong predictor of turnover intention, while the role of job well-being and its moderating interaction are contextual and not always significant. The effectiveness of job embeddedness as a moderator is more evident when the organization fails to create a polite and supportive work environment.

DISCUSSION

H1: Workplace well-being affects turnover intention

The results of the first hypothesis test indicated that workplace well-being did not have a significant negative effect on turnover intention. The low path coefficient and high p-value indicate that perceptions of employee well-being do not directly reduce the desire to leave the job. This finding is contrary to most previous studies that emphasize the importance of well-being in increasing workforce retention (Mercado et al., 2022; Zheng et al., 2023). One possible explanation is that in the dynamic and stressful context of logistics work, well-being perceptions are not strong enough as a buffer without job control and career certainty. Theoretically, this challenges the conventional approach in well-being-to-retention theory, which places well-being as the main protective factor. In practice, organizational management needs to understand that well-being interventions will only be effective if integrated with a comprehensive structural approach, such as a fair compensation system, career development opportunities, and a supportive leadership style.

H2: Workplace incivility affects turnover intention

The second hypothesis is statistically supported, with a positive and significant path coefficient indicating that workplace incivility directly increases turnover intention. Workplace incivility, whether in the form of ignoring opinions, unfair distribution of tasks, or negative comments, has been shown to be a major trigger for the desire to leave an organization. This finding is in line with previous studies confirming that negative social interactions are one of the main causes of job dissatisfaction and disengagement (Schilpzand et al., 2024; Cortina et al., 2023). Theoretically, these results strengthen the affective model of turnover, which emphasizes the role of interpersonal stressors in driving turnover behavior. Practically, organizations need to develop conflict management systems and work ethics training to prevent the development of an incivility culture that damages team cohesion and employee loyalty.

H3: Job embeddedness moderates the influence of workplace well-being on turnover intention.

The results of the moderation test showed that job embeddedness did not significantly strengthen the negative influence of workplace well-being on turnover intention. Although the direction of the coefficient shows a negative effect, the insignificant p-value indicates that work engagement does not increase the benefits of wellbeing in reducing turnover intention. This may be due to the ceiling effect, where individuals who already have high levels of well-being do not receive additional protection from embeddedness. This finding is contrary to the study of Nguyen et al. (2023), which found a positive moderation effect of embeddedness in the context of health work. From a theoretical perspective, this finding shows that the synergistic effect of well-being and embeddedness is contextual and not universal. In practice, companies should not only rely on employee engagement but also manage other more concrete structural work factors to reduce turnover.

H4: Job embeddedness moderates the influence of workplace incivility on turnover intention

Thus fourth hypothesis received significant support. The interaction between job embeddedness and workplace incivility had a negative effect on turnover intention, meaning that job embeddedness weakened the negative effect of workplace incivility on turnover intention. This reflects the role of job embeddedness as a psychological protector, where employees who feel they have a good fit, a strong social network, and a high risk of loss if they leave tend to stay even though they experience incivility in the workplace. This result is consistent with the Conservation of Resources Theory and the research results of Rasheed et al. (2024), who state that individuals with high levels of embeddedness have greater resilience to social stressors. The

theoretical implication is the importance of including contextual and psychosocial variables in turnover models. Practically, organizations need to strengthen employee ties through the development of an inclusive culture, mentoring, and work community in an effort to reduce the negative impact of negative interpersonal dynamics.

CONCLUSION

This study reveals the complex dynamics among workplace well-being, workplace incivility, job embeddedness, and turnover intention in the context of high-pressure work in the logistics sector. The main findings show that workplace incivility has a positive and significant effect on turnover intention, confirming that workplace incivility directly increases employees' intention to leave the organization. In contrast, workplace well-being does not show a significant effect on turnover intention, indicating that perceived well-being alone is not strong enough to dampen intention. In addition, the moderating role of job embeddedness shows an ambivalent effect—it is not significant in strengthening the effect of well-being but significant in weakening the negative impact of workplace incivility on turnover intention.

The theoretical implications of these findings extend the understanding of affect-based turnover models and interpersonal stressors by adding a complex layer of psychosocial moderating mechanisms. Job embeddedness has been shown not to always reinforce positive effects but can serve as a buffer in problematic work conditions. Practically, organizations need to prioritize efforts to create a civil and supportive work culture and build employee engagement through internal programs such as mentoring, rewards, and work social networks. In a policy context, the results of this study support the need for regulations or work codes of ethics that reduce incivility and increase interpersonal accountability in the workplace.

The limitations of this study lie in the use of a cross-sectional design, which limits the causal inference between variables. In addition, the study was conducted in a specific sector and geographic area, namely, the logistics industry in East Kalimantan; therefore, generalization to other sectors or different areas needs to be done with caution. The use of self-report questionnaires also has the potential to cause subjective perception bias.

Further research should use a longitudinal design to capture the temporal dynamics of turnover intentions. Comparative research across sectors or cultures is also important for understanding contextual differences in the effects of incivility and embeddedness. In addition, including mediating variables such as burnout or job satisfaction can enrich the conceptual model and provide a more comprehensive picture of the psychological mechanisms underlying job turnover behavior.

Highlights

1. Workplace incivility significantly increases employee turnover intention in high-pressure logistics settings.
2. Workplace well-being alone does not significantly reduce turnover intention without structural or leadership support.
3. Job embeddedness weakens the effect of incivility on turnover intention and serves as a psychological buffer.
4. The moderating role of job embeddedness is context-dependent and not uniformly effective across all conditions.
5. Practical and policy interventions should prioritize building respectful environments and reinforcing organizational attachment.

Author Contributions

Irsan Tricahyadinata conceptualized the study design, developed the theoretical framework, and led the data analysis and interpretation. Irwan Gani contributed to data collection, literature review, and refinement of the

methodology section. Andiet Yoga Pamungkas assisted in the statistical analysis using SmartPLS 4.0, contributed to manuscript drafting, and coordinated revisions based on reviewer feedback. All authors have read and approved the final manuscript.

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Policy Implications

These findings offer important implications for policymakers and human resource leaders in logistics and similar high-stress sectors. First, workplace incivility must be addressed through enforceable behavioral guidelines and organizational ethics training. Second, efforts to reduce employee turnover should go beyond improving wellbeing and focus on fostering deeper job embeddedness through internal mobility programs, social integration strategies, and team-based initiatives. Finally, labour policy should integrate soft-skill development and mental well-being indicators into employee protection standards, especially in industries with high turnover potential.

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Conflict Of Interest Declaration

The authors declare that there are no conflicts of interest regarding the publication of this article. All procedures followed in this study complied with ethical standards, and no personal or financial relationships influenced the results or interpretation of the data.

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