

THE INFUENCE OF INCLUSIVE LEADERSHIP, CAREER ADAPTABILITY, AND MEANINGFUL WORK ON JOB EMBEDDEDNESS SOGATEN HOSPITAL

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Abstract

This study aims to analyze the effect of Inclusive Leadership, Career Adaptability, and Meaningful Work on Job Embeddedness among employees of RSUD Sogaten Kota Madiun. The study used a quantitative approach with a sample of 250 respondents out of a population of 664, determined using the Slovin formula (5% margin of error) and a purposive sampling technique. Data were collected through a Likert-scale questionnaire and analyzed using multiple linear regression with SPSS version 25. The results show that Inclusive Leadership, Career Adaptability, and Meaningful Work have a positive and significant effect on Job Embeddedness, both partially and simultaneously, with an R^2 of 0.552 (55.2%). These findings are expected to serve as a consideration for RSUD Sogaten Kota Madiun in enhancing employee Job Embeddedness. These findings also contribute to a broader understanding of employee attachment.

Keywords: *Inclusive Leadership, Career Adaptability, Meaningful Work, Job Embeddedness.*

A. INTRODUCTION

Human resources (HR) are a strategic asset that determines organizational success, and high employee turnover can increase recruitment costs and reduce organizational performance (Chourasia & Bahuguna, 2025; Hom et al., 2017). *Job embeddedness*, defined as the forces of fit, connections, and sacrifice that bind employees to their job and organization (Mitchell et al., 2001; Erkal, 2023), is a key concept in explaining employee retention, particularly in the healthcare sector where the WHO (2023) projects a global shortage of 10 million health workers by 2030 (Boniol et al., 2022).

RSUD Sogaten Kota Madiun, a regional government hospital serving Madiun City, faces rising service demands, shown by an increase in outpatient visits from 139,017 (2023) to 156,031 (2025) alongside a decline in bed capacity from 208 to 163 over the same period. With 664 employees of varying employment status (PNS, PPPK, PPPK Paruh Waktu, and BLUD)

and tenure, this condition raises concerns about employees' embeddedness within the organization.

Several factors are believed to influence *job embeddedness*. *Inclusive leadership*, characterized by respect, empowerment, and psychological safety (Rahman et al., 2023; Elsaied, 2020), has been found to positively affect *job embeddedness* (Erkal, 2023), although W. Khan (2026) found no significant direct effect, indicating full mediation through interpersonal relationship quality. *Career adaptability*, a psychosocial resource enabling individuals to manage career changes (AlMemari et al., 2023; Peng et al., 2021), was found to positively influence *job embeddedness* by Tang & Fu (2024) and Bouzari & Safavi (2021), though Abdelwahed & Alturki (2025) and Lei (2024) reported no significant direct effect. *Meaningful work*, referring to work perceived as valuable and purposeful (Dechawatanapaisal, 2020; Thneibat, 2026), was shown to positively affect *job embeddedness* by Abdelwahed & Alturki (2025) and Lei (2024).

Based on this background and the importance of *inclusive leadership*, *career adaptability*, and *meaningful work* in strengthening *job embeddedness*, this study is entitled: "The Influence of *Inclusive Leadership*, *Career Adaptability*, and *Meaningful Work* on *Job Embeddedness* among Employees of RSUD Sogaten Kota Madiun."

THEORITICAL REVIEW

Job Embeddedness

Job embeddedness refers to the extent to which an employee is embedded in their job and organization, encompassing fit, links, and sacrifice within both the organization and the community (Mitchell et al., 2001). It reflects the level of psychological and contextual attachment an employee has to the organization, shaped by workplace social relationships, the compatibility between the individual and their work environment, and the perceived social, psychological, and career costs of leaving (Maharani & Satria, 2024). Key indicators of *job embeddedness* include organizational fit, community fit, organizational links, and community links (Haryati et al., 2024). This concept reflects how strongly employees feel connected to and bound within their organization, which in turn drives their decision to remain rather than leave.

Inclusive Leadership

Inclusive leadership is a leadership style characterized by openness, accessibility, and availability in leaders' interactions with followers, who invite and value others' input (Carmeli et al., 2010). Elsaied (2020) similarly defines it as a leadership style that emphasizes appreciation and openness toward all team members, encouraging everyone to participate in decision-making and communicate openly (Erkal, 2023). Its indicators include openness, fairness, supportiveness, involvement, and diversity appreciation (Permata Sari & Fu'ad, 2025). This leadership style helps employees feel valued and psychologically safe, strengthening their trust and engagement within the organization.

Career Adaptability

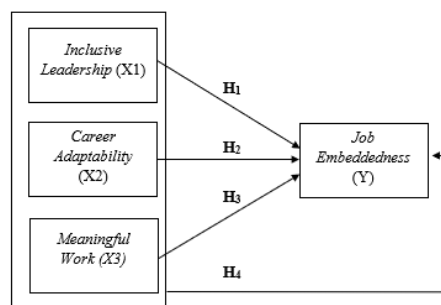
Career adaptability is a psychosocial resource and form of human capital that enables individuals to successfully manage their career development, including the ability to cope with workplace changes such as career transitions and shifting job demands, skills, and knowledge (AlMemari et al., 2023). It is also described as part of the human adaptation process, encompassing adaptive readiness, adaptability resources, adapting responses, and adaptation outcomes (Savickas, 1997), reflecting an individual's capacity to self-regulate when facing uncertain, complex, and unpredictable career challenges (Savickas & Porfeli, 2012). Its indicators include concern, control, curiosity, and confidence (Ronauli, 2024). Employees with strong career adaptability are better able to adjust to workplace changes and challenges, which in turn strengthens their engagement and commitment to the organization.

Meaningful Work

Meaningful work refers to work that holds meaning, value, and purpose aligned with an individual's life goals, creating a positive psychological experience that fosters a sense of belonging, responsibility, and willingness to work, making it more important to employees than extrinsic factors such as salary (Dechawatanapaisal, 2020). Martin (2011) similarly emphasizes that *meaningful work* goes beyond professional obligation, carrying personal and moral significance grounded in values such as fairness and care for others, while Abdelwahed & Alturki (2025) describe it as work regarded as valuable and meaningful, which in turn increases motivation, commitment, and work productivity. Its indicators include positive meaning, meaning making through work, and greater good motivation (Febrina et al., 2025). Employees

who experience their work as meaningful tend to be more motivated, engaged, and loyal, which strengthens their commitment and attachment to the organization. Therefore, meaningful work is considered a key factor that can enhance job embeddedness within an organization such as RSUD Sogaten Kota Madiun.

Conceptual Framework



Picture 1. Conceptual Framework

Drawing from the conceptual framework presented, the hypotheses for this study are formulated as follows:

H1: The Influence of *Inclusive Leadership* on *Job Embeddedness*

H2: The Influence of *Career Adaptability* on *Job Embeddedness*

H3: The Influence of *Meaningful Work* on *Job Embeddedness*

H4: The Influence of *Inclusive Leadership, Career Adaptability, and Meaningful Work* on *Job Embeddedness*

B. METHOD

This study was carried out at RSUD Sogaten Kota Madiun, located on Jl. Campur Sari No. 12B, Sogaten, Manguharjo District, Madiun City, East Java 63124. A quantitative research method with an associative design was employed, with data collected using questionnaires distributed via Google Form. The study population consisted of 664 employees, and a purposive sampling technique was applied, resulting in a sample of 250 respondents determined using the Slovin formula with a 5% margin of error. The research hypotheses were tested using multiple linear regression analysis with the assistance of SPSS version 25. This approach allowed for a

comprehensive examination of the relationships between *Inclusive Leadership*, *Career Adaptability*, *Meaningful Work*, and *Job Embeddedness* within the organization.

C. RESULTS AND DISCUSSIONS

Validity Test

The validity assessment was carried out to verify that each questionnaire item accurately reflects the construct it is meant to measure. The criterion applied was a comparison between the computed correlation coefficient (r-count) and the reference threshold (r-table); an item was deemed valid when its computed value surpassed this threshold. Given a sample of 250 respondents and a 5% significance level, the reference threshold was established at 0.125.

Tabel 1. Validity Test Results

Variabels	Item	r hitung	r tabel	Information
<i>Inclusive Leadership (X₁)</i>	1	0,748	0,125	VALID
	2	0,792	0,125	VALID
	3	0,793	0,125	VALID
	4	0,759	0,125	VALID
	5	0,789	0,125	VALID
	6	0,786	0,125	VALID
	7	0,759	0,125	VALID
	8	0,696	0,125	VALID
	9	0,757	0,125	VALID
	10	0,711	0,125	VALID
<i>Career Adaptability (X₂)</i>	1	0,782	0,125	VALID
	2	0,758	0,125	VALID
	3	0,767	0,125	VALID
	4	0,772	0,125	VALID
	5	0,760	0,125	VALID
	6	0,751	0,125	VALID
	7	0,785	0,125	VALID
	8	0,774	0,125	VALID
<i>Meaningful Work (X₃)</i>	1	0,793	0,125	VALID
	2	0,746	0,125	VALID
	3	0,744	0,125	VALID
	4	0,780	0,125	VALID
	5	0,773	0,125	VALID
	6	0,774	0,125	VALID
<i>Job Embeddedness (Y)</i>	1	0,650	0,125	VALID
	2	0,624	0,125	VALID
	3	0,546	0,125	VALID
	4	0,659	0,125	VALID
	5	0,610	0,125	VALID
	6	0,650	0,125	VALID

Variabels	Item	r hitung	r tabel	Information
	7	0,629	0,125	VALID
	8	0,574	0,125	VALID
	9	0,730	0,125	VALID
	10	0,662	0,125	VALID
	11	0,674	0,125	VALID
	12	0,659	0,125	VALID

Source: Prossed Data (2026)

The findings above confirm that every indicator across the four research variables meets the validity criterion, as each computed correlation coefficient exceeds the 0.125 threshold. This confirms that the instruments used to assess *Inclusive Leadership*, *Career Adaptability*, *Meaningful Work*, and *Job Embeddedness* are sound and suitable for subsequent stages of analysis.

Reliability Test

Tabel 2. Reability Test Results

Variabels	Nilai Alpha Hitung	Cronbach Alpha	Information
<i>Inclusive Leadership</i> (X_1)	0,918	0,70	Reliabel
<i>Career Adaptability</i> (X_2)	0,901	0,70	Reliabel
<i>Meaningful Work</i> (X_3)	0,861	0,70	Reliabel
<i>Job Embeddedness</i> (Y)	0,865	0,70	Reliabel

Source: Prossed Data (2026)

Table 2 presents the outcomes of the reliability assessment for each construct. An instrument is regarded as reliable when its Cronbach's Alpha coefficient exceeds 0.70. All four variables *Inclusive Leadership*, *Career Adaptability*, *Meaningful Work*, and *Job Embeddedness* satisfied this benchmark, indicating that the measurement tools employed are internally consistent and appropriate for the subsequent data analysis.

Classical Asumption Test

Normality Test

Table 3. Normality Test Results

<i>One-Sample Kolmogorov-Smirnov Test</i>		
<i>Unstandardized Residual</i>		
N		250
<i>Normal Parameters^{a,b}</i>	<i>Mean</i>	.0000000
	<i>Std. Deviation</i>	3.12345656
<i>Most Extreme Differences</i>	<i>Absolute</i>	.080
	<i>Positive</i>	.051

	<i>Negative</i>	-.080
<i>Test Statistic</i>		.080
<i>Asymp. Sig. (2-tailed)</i>		.001 ^c
<i>Exact Sig. (2-tailed)</i>		.078
<i>Point Probability</i>		.000
<i>a. Test distribution is Normal.</i>		
<i>b. Calculated from data.</i>		
<i>c. Lilliefors Significance Correction.</i>		
Source: Processed Data (2026)		

The Kolmogorov-Smirnov test results reported in Table 3 yield an exact significance value of 0.078, which lies above the conventional 0.05 cutoff. This outcome suggests that the residuals of the study data follow a normal distribution a precondition that must be satisfied before proceeding with parametric statistical procedures in the subsequent analysis.

Multicollinearity Test

Table 4. Multicollinearity Test Results

Model	<i>Coefficients^a</i>	
	<i>Collinearity Statistics</i>	
	<i>Tolerance</i>	<i>VIF</i>
1 <i>Inclusive Leadership (X₁)</i>	.607	1.647
<i>Career Adaptability (X₂)</i>	.471	2.121
<i>Meaningful Work (X₃)</i>	.510	1.959
<i>a. Dependent Variable: Job Embeddedness (Y)</i>		
Source: Processed Data (2026)		

As shown in Table 4, each independent variable returns a Tolerance value above 0.10 and a VIF value below 10. These figures indicate the absence of problematic correlation among the independent variables, allowing the analysis to proceed to the next stage without concern for multicollinearity.

Heteroscedasticity Test

Tabel 5. Heteroscedasticity Test Results

Model	<i>Coefficients^a</i>				
	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1 <i>(Constant)</i>	-1.866	1.189		-1.569	.118
<i>Inclusive Leadership (X₁)</i>	-.025	.038	-.053	-.667	.505
<i>Career Adaptability (X₂)</i>	.071	.055	.116	1.294	.197
<i>Meaningful Work (X₃)</i>	.154	.070	.190	1.420	.234
<i>a. Dependent Variable: ABS_RES2</i>					
Source: Processed Data (2026)					

The Glejser test results in Table 5 show that the significance values for all three independent variables *Inclusive Leadership* (0.505), *Career Adaptability* (0.197), and *Meaningful Work* (0.234) exceed the 0.05 threshold. This finding supports the conclusion that the regression model is free from heteroscedasticity.

Multiple Linear Regression Test

Tabel 6. Multiple Linear Test Results

Model	<i>Coefficients^a</i>				
	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.695	1.901		3.522	.001
1 <i>Inclusive Leadership (X1)</i>	.219	.061	.197	3.597	.000
<i>Career Adaptability (X2)</i>	.436	.088	.309	4.966	.000
<i>Meaningful Work (X3)</i>	.661	.112	.352	5.889	.000

a. Dependent Variable: Job Embeddedness (Y)

Source: Processed Data (2026)

Drawing on the coefficients presented above, the regression equation for this study can be expressed as:

$$Y = 6.695 + 0.219 \text{ Inclusive Leadership} + 0.436 \text{ Career Adaptability} + 0.661 \text{ Meaningful Work} + e$$

The constant value of 6.695 indicates that when all independent variables are held at zero, *Job Embeddedness* remains at this baseline level. The coefficient for *Inclusive Leadership* (0.219) suggests that a one-unit increase in this variable corresponds to a 0.219-unit rise in *Job Embeddedness*, holding other variables constant. A comparable pattern holds for *Career Adaptability*, whose coefficient of 0.436 reflects its positive contribution, while *Meaningful Work* with the largest coefficient at 0.661 emerges as the strongest driver of *Job Embeddedness* among the three predictors."

Hypothesis Testing

T-Test

Tabel 7. T-Test Results

Model	<i>Coefficients^a</i>				
	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.695	1.901		3.522	.001
1 <i>Inclusive Leadership (X₁)</i>	.219	.061	.197	3.597	.000

<i>Career Adaptability (X₂)</i>	.436	.088	.309	4.966	.000
<i>Meaningful Work (X₃)</i>	.661	.112	.352	5.889	.000
a. Dependent Variable: <i>Job Embeddedness (Y)</i>					
Source: Processed Data (2026)					

The results presented above yield the following conclusions: (1) *Inclusive Leadership* recorded a significance value of 0.000 (below 0.05) with a calculated t-value of 3.597, exceeding the t-table value of 1.970. This confirms a positive and significant effect on *Job Embeddedness*, and H1 is therefore supported; (2) *Career Adaptability* produced a significance value of 0.000 and a t-value of 4.966, likewise surpassing the 1.970 threshold, pointing to a positive and significant influence on *Job Embeddedness*. H2 is accordingly supported; (3) *Meaningful Work* returned a significance value of 0.000 with a t-value of 5.889, well above the 1.970 benchmark, demonstrating a positive and significant effect on *Job Embeddedness*. H3 is therefore supported.

F-Test

Tabel 8. F-Test Results

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2996.637	3	998.879	101.153	.000 ^b
Residual	2429.239	246	9.875		
Total	5425.876	249			
a. Dependent Variable: <i>Job Embeddedness (Y)</i>					
b. Predictors: (Constant), <i>Meaningful Work (X₃)</i> , <i>Inclusive Leadership (X₁)</i> , <i>Career Adaptability (X₂)</i>					
Source: Processed Data (2026)					

The table above reports a calculated F-value of 101.153 at a significance level of 0.000, well below the 0.05 threshold, compared with an F-table value of 2.64. This result confirms that *Inclusive Leadership*, *Career Adaptability*, and *Meaningful Work* jointly exert a significant effect on *Job Embeddedness*, reinforcing the notion that these three factors, taken together, meaningfully account for variation in the outcome variable. Accordingly, the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted, confirming that the proposed regression model is feasible for explaining variation in *Job Embeddedness*.

Coefficient of Determination Test (R²)

Tabel 9. Results of the Determination Coefficient Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.743 ^a	.552	.547	3.142

a. Predictors: (Constant), Meaningful Work (X3) , Inclusive Leadership (X1) , Career Adaptability (X2)
b. Dependent Variable: Job Embeddedness (Y)

Source: Processed Data (2026)

The coefficient of determination analysis yields an R-value of 0.743, pointing to a fairly strong relationship between the predictors and the outcome variable. The R Square value of 0.552 indicates that 55.2 percent of the variation in *Job Embeddedness* is accounted for by *Inclusive Leadership*, *Career Adaptability*, and *Meaningful Work* combined, while the remaining 44.8 percent is attributable to factors outside the scope of this model. This indicates that besides these three predictors, other factors not covered in this study may also influence *Job Embeddedness*.

D. CONCLUSIONS

Based on the research findings, *Inclusive Leadership*, *Career Adaptability*, and *Meaningful Work* are shown to have positive and significant effects on employees' *Job Embeddedness* at RSUD Sogaten Kota Madiun, both individually and simultaneously. This means that improvements in leadership inclusiveness, employees' ability to adapt to career changes, and the extent to which employees perceive their work as meaningful are associated with higher levels of *Job Embeddedness*. These results highlight the critical role of supportive leadership and *meaningful work* experiences in fostering stronger attachment and retention among employees.

E. SUGGESTIONS

Based on the research findings, RSUD Sogaten Kota Madiun is encouraged to strengthen *inclusive leadership* by involving employees in decision-making, develop career development programs to enhance employees' adaptability, and create work conditions that make employees perceive their tasks as meaningful, in order to strengthen *Job Embeddedness*.

For future researchers, it would be valuable to extend this line of inquiry to other hospitals or healthcare institutions to improve generalizability, to incorporate additional variables such as *organizational culture*, *job satisfaction*, or *work-life balance*, to explore potential mediating

or moderating mechanisms, and to combine quantitative and qualitative methods for richer, more nuanced insights.

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