

The Effect of Organizational Justice on Turnover Intention Mediated by Organizational Commitment

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Abstract

The purpose of this study was to determine the effect of organizational justice on turnover intention mediated by organizational commitment in PT Kaltim Post Samarinda. This type of research uses explanatory research with a quantitative approach totaling 54 respondents. The source of data in this study was obtained from the distribution of questionnaires (primary data). The data analysis technique used path analysis. The results show that organizational justice has a positive and significant effect on organizational commitment. Meanwhile, organizational justice has a negative and significant effect on turnover intention. Organizational commitment has a negative and significant effect on the intention to leave the company and organizational commitment is proven as a variable that mediates the relationship between organizational justice and turnover intention.

Keywords: *organizational justice, turnover intention, organizational commitment*

Abstrak

Tujuan dari penelitian ini adalah untuk mengetahui pengaruh keadilan organisasional terhadap turnover intention yang dimediasi oleh komitmen organisasional di PT Kaltim Post Samarinda. Jenis penelitian ini menggunakan explanatory research dengan pendekatan kuantitatif yang berjumlah 54 responden. Sumber data dalam penelitian ini diperoleh dari penyebaran kuesioner (data primer). Teknik analisis data menggunakan analisis jalur. Hasil penelitian menunjukkan bahwa keadilan organisasional berpengaruh positif dan signifikan terhadap komitmen organisasional. Sedangkan keadilan organisasi berpengaruh negatif dan signifikan terhadap turnover intention. Komitmen organisasional berpengaruh negatif dan signifikan terhadap niat keluar perusahaan dan komitmen organisasional terbukti sebagai variabel yang memediasi hubungan antara keadilan organisasional dengan keinginan untuk keluar dari perusahaan.

Kata kunci: keadilan organisasi, niat untuk keluar dari organisasi, komitmen organisasi

INTRODUCTION

Human resources are one of the most important assets of a company. Human resources are employees of a company who are often underestimated as valuable assets. Although not infrequently, companies only see employees as workers who must be restrained in order to reduce production costs. But that's an incorrect view. Employees are the only asset that cannot be duplicated or imitated by other humans because basically, they are unique creatures created by creators with different characteristics. Therefore,

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employees must always be maintained and trained to provide the best results for the company. The intention to terminate the employment relationship is one thing that definitely happens in a company/organization. According to Robbins & Judge (2015), the intention of leaving the company is that employees can voluntarily or inadvertently leave the company due to a lack of attractiveness from their current job or the unavailability of other job alternatives. level. High motivation to leave has a bad impact on the company's valuable assets, namely the employees who run it. According to Priansa (2017), the intention to leave a job is an action that is the culmination of all actions caused by employee dissatisfaction with their work. Here is the East Kalimantan Post Samarinda Turnover data.

Table 1. Company Turnover Rate

No	Year	Number of employees at the beginning of the year	Number of employees at the end of the year	employees leave	percentage
1	2017	128	120	8	6%
2	2018	120	84	36	35%
3	2019	84	77	7	9%
4	2020	77	54	23	35%

Source: Company Internal Data Kaltim Post Samarinda, 2020

The table above shows that the turnover rate of Kaltim Post Samarinda turnover rate. From 2017 to 2018, the number of employees leaving the company increased, as did the percentage rate. In 2019, 84 fell again by 7, but dropped to 9% given the smaller number of retirees compared to 2017-2018. In 2020, 23 employees retired, increasing the proportion of the company by 35%. This shows that 2018 and 2020 are the years with the highest percentage of company exit intentions. Calculated on average from 2017 to 2020, 21.25% of employees leave the company annually.

Kaltim Post Samarinda is a newspaper company that began to decline along with the development of increasingly advanced technology. This causes changes in the environmental culture and work characteristics of each employee. Based on data from the East Kalimantan Post Samarinda HRGA division, every year the company reduces its workforce. Kaltim Post Samarinda employee turnover is above an average of 10%, but along with the increase in employee turnover every year, Kaltim Post Samarinda needs to continue to adapt and reach existing employees, which needs improvement from the company. company goals as needed.

LITERATURE REVIEW

According to Robbins & Judge (2015), the overall perception that organizational justice is justice in the workplace. Meanwhile, Suifan (2017) stated that organizational justice is the perception that employees are treated fairly in the company. According to Robbins & Judge (2015), organizational commitment is the extent to which an employee identifies a particular organization, goals, and desire to maintain membership in the organization. According to Albdour & Ikhlas (2014) organizational commitment is, in particular, the relative strength of the identification and involvement of individuals in the organization, which represents the individual's strong belief in and acceptance of the goals and values of the organization. A strong desire to maintain a lot of effort and membership in the organization. According to Robbins & Judge (2015), the intention of leaving the company is that employees can voluntarily or inadvertently leave the company due

to lack of attractiveness from their current job or the unavailability of other job alternatives. level. Meanwhile, according to Priansa (2017) the intention to leave a job is an action that is the culmination of all actions caused by employee dissatisfaction with their work. The theory adopted by researchers as the basis for variable X (organizational justice) is by Robbins & Judge (2015), which includes indicators including distributive justice, procedural justice, and interactive justice. The relationship between organizational justice, severance intention, and organizational commitment is supported by research conducted by Olcer (2015). This suggests that organizational commitment partially mediates the impact of organizational justice on intention to leave work. Organizational justice is one of the determining factors in the level of employee turnover intention in an organization. This is evidenced by several studies described by (Meru & Fajrianti, 2013) proving that organizational justice has a negative and significant effect on turnover intention. There is a significant negative relationship between organizational commitment and turnover intention, this is proven by several previous studies that have been conducted. Organizational commitment possessed by employees will have a good impact on a company or organization, because employees who have good organizational commitment will be a strong driving factor to maintain personal matters within an organization in order to achieve organizational goals.

In research conducted by Siregar (2020) and Karim & Rehman (2012) the results obtained had a positive and significant influence between organizational justice and organizational commitment. Hutagalung & Wibawa (2018) and Wisnawa & Dewi (2017) research found that rganizational justice negative and significant effect on turnover intention. Research conducted by Fahrizal (2017) and Yildirim (2015) show that organizational commitment has a negative effect and significant to turnover intention. According to research conducted by Olcer (2015) organizational commitment partially mediates organizational justice on turnover intention so that organizational justice carried out by a company/organization is carried out in a structured and sustainable manner will have a good impact on turnover intention, which means that fewer employees have a desire to leave the company. This is also due to the role of mediating organizational commitment that occurs in organization. Therefore, the proposed hypothesis is:

H1: Organizational justice affect turnover intention at PT Kaltim Post Samarinda

H2: Organizational justice affect organizational commitment at PT Kaltim Post Samarinda

H3: Organizational commitment affect turnover intention at PT Kaltim Post Samarinda

H4: Organizational commitment mediate the effect of organizational justice on turnover intention at PT Kaltim Post Samarinda

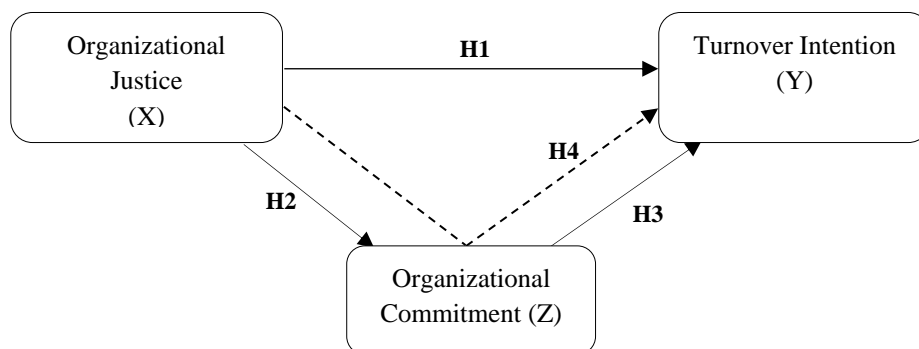


Figure 1. Research Framework

RESEARCH METHODS

The type of research is quantitative and hypothetical research, and this research focuses on the given hypothesis, so that this study describes the effect of the relationship between variables formulated by hypothesis testing. In this survey, the population used is all 54 employees of PT Kaltim Post Samarinda in the city of Samarinda. In this study using data collection methods using a questionnaire. The data analysis method used is scale range analysis and path analysis. The sampling technique in this research uses non-probability sampling with the total sampling method (census). Measurement data was used in assessing the questionnaire by using a rating with a Likert scale.

RESULTS AND DISCUSSION

The characteristics of respondents' results show respondent in this study was dominated by men in the age range of 26-30 years and length of work for about 1-3 years. Detail respondent demography can be seen in table 1.

Table 1. Characteristics of Respondents

Information	Items	Respondents	Percentage
Gender	Male	32	60%
	Female	22	40%
Age	<20 years	9	16%
	21 - 25 years	11	20%
	26 - 30years	21	38%
	>31 years	13	24%
Tenure	<1 years	2	3.7%
	1 – 3 years	23	43%
	4 -6 years	17	32%
	7 – 9 years	9	16%
	9 years	3	5,3%

The validity indicator is seen from the factor loading value (outer loadings). A factor loading value above 0.7 can be said to be valid if the higher the correlation, the better the level of validity, which means that the indicator can be said to be valid as an indicator that measures constructs. The results of the outer loadings can be seen in table 2.

Table 2. Validity Test Results

Variable	Item	Coefficient Correlation	R-table	Explanation
Organizational Justice	X1.1	0.486	0.265	Valid
	X1.2	0.411	0.265	Valid
	X1.3	0.401	0.265	Valid
	X1.4	0.409	0.265	Valid
	X1.5	0.533	0.265	Valid
	X1.6	0.488	0.265	Valid
Organizational Commitment	Z1.1	0.615	0.265	Valid
	Z1.2	0.561	0.265	Valid
	Z1.3	0.684	0.265	Valid
Turnover Intention	Y1.1	0.448	0.265	Valid
	Y1.2	0.676	0.265	Valid
	Y1.3	0.582	0.265	Valid

Based on the table above, it can be explained that all indicators on all variables show results of more

than $> r$ table or above 0.265, then all indicators in the table can be declared valid. The results of construct reliability can be seen in table 3

Table 3. Construct Reliability Results

Variable	Cronbach's Alpha Value	Explanation
Organizational Justice	0.641	Reliable
Organizational Commitment	0.712	Reliable
Turnover Intention	0661	Reliable

Based on the table above, it can be explained that all indicators on all variables have a value of more than > 0.6 , it can be stated that all variables were reliable.

Table 4. Direct Hypothesis Results

Hypothesis	Direct Effect	Total Effect	T	Sig	Explanation
Organizational Justice → Turnover Intention	-0.735	0.735	-7.806	0.000	Significant
Organizational Justice → Organizational Commitment	0.705	0.547	7.163	0.000	Significant
Organizational Commitment → Turnover Intention	-0.547	0.069	-4.713	0.000	Significant

Based on the table above, information can be obtained regarding the results of each direct effect hypothesis test that has been carried out. The effect of organizational justice on turnover intention in the Kaltim Post company with a beta coefficient of -0.735, t-count of -7.806 and a probability of 0.000 ($p < 0.05$). Therefore, H_0 is rejected, which means that there is a significant influence between organizational justice on turnover intention in the Kaltim Post company. The results of the analysis show that there is a significant negative effect of organizational justice on the intention of Kaltim Post employees to leave the company. This means that with increasing organizational justice, the willingness of Kaltim Post companies to leave the company decreases. The employee status of Kaltim Post Samarinda has a fluctuating percentage. From 2017 to 2018, the number of employees leaving the company increased, as did the percentage rate. In 2019, 84 fell again by 7, but the percentage dropped to 9% given the smaller number of retirees compared to 2017-2018. In 2020, 23 employees left, increasing the company's proportion by 35%. Fluctuations in the occurrence of turnover intentions are influenced by organizational justice set by the Kaltim Post company, and along with the increase in employee organizational justice, turnover intentions will decrease.

The effect of organizational justice on the organizational commitment of the Kaltim Post company with a beta factor of 0.705, t-count 7.163, and probability 0.000 ($p < 0.05$). This shows that the Kaltim Post company has a significant effect on organizational justice on its organizational commitment. The results of the analysis show that there is a positive and significant influence between the organizational justice of Kaltim Post on organizational commitment. This means that with the increase in organizational justice, the organizational commitment of the Kaltim Post company will increase. Based on the results of the analysis

show that the higher the organizational justice, the higher the sense of appreciation or welfare and in the end the organizational commitment will be better. Research conducted by Karim & Rehman (2012) shows that organizational justice has a positive effect on organizational commitment. This is also supported by a survey that the higher the perceived fairness of employees in the organization, the higher the commitment to the organization.

The effect of organizational commitment on the intention to leave the company Kaltim Post with a beta factor of -0.547, tcount of -4.713, and a probability of 0.000 ($p < 0.05$). This means that there is a significant effect between the organizational commitment of the Kaltim Post company and the intention to leave. The results of the analysis show that there is a significant negative effect on the company's organizational commitment and intention to leave. That is, as organizational commitment grows, the desire to leave the company decreases. Employee organizational commitment has a positive impact on the company and the organization. This is because employees with good organizational commitment are a strong motivator to maintain personality in the organization to achieve organizational goals. The bad impact is that the exit of PT Kaltim Post Samarinda employees is a risky behavior if the employee has the view that the problems that occur at PT Kaltim Post Samarinda are employee problems, this also shows that PT Kaltim Post Samarinda employees feel loyal.

Table 5. Indirect Hypothesis Results

Hypothesis	Direct Effect	Indirect Effect	Total Effect	T	Sig	Explanation
Organizational Justice → Organizational Commitment → Turnover Intention	-0.735	(0.705 x (-0.547) – 0.3856	- 1.1206	-7.806	0.000	Significant

Calculations show that organizational commitment has not been proven as a variable that mediates the relationship between organizational justice and intention to leave. The calculation results show that the overall effect is smaller than the direct effect. This is evidenced by the calculation of the indirect effect (IE) of -0.38556, but the effect of organizational justice on the intention to quit work due to organizational commitment as a parameter is -1.137. The results of the analysis show that increasing organizational commitment does not change the effect of organizational justice on intention to leave work. To find out whether the variable organizational commitment as a mediating variable in the influence of organizational justice on turnover intention, use the Sobel Test Calculator as follows:

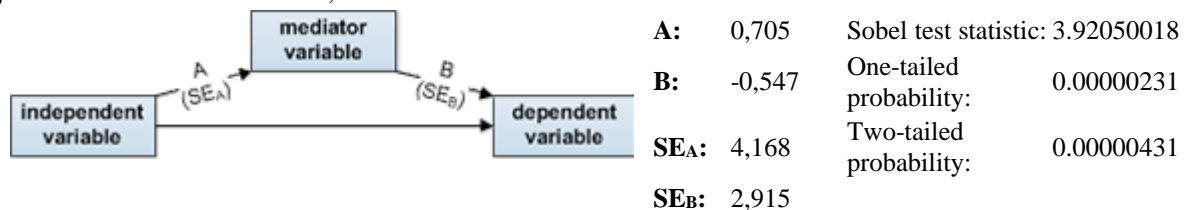


Figure 2. Sobel Test Result

Based on the Sobel test computer in Figure 2, A is the regression coefficient value of the organizational justice variable of 0.705 for the East Kalimantan Post organizational commitment, and B is the turnover rate variable of the organizational commitment variable, the regression coefficient value is -0.547. SEA is the standard error value of the influence of organizational justice variable on organizational

commitment of 4.168, and SEB is the standard error value of the influence of organizational commitment on intention to leave of 2.915. Based on the results of the Sobel test, the results of a one-sided probability of $0.00000231 < 0.05$, so it can be concluded that this research hypothesis is proven to be accepted. This suggests that fluctuating organizational commitment may mediate organizational effects. Justice regarding intention to leave work. The results of the analysis show that there is a positive and significant influence between the organizational justice of Kaltim Post on organizational commitment. This means that with the increase in organizational justice, the organizational commitment of the Kaltim Post company will increase. Based on the results of the analysis show that the higher the organizational justice, the higher the sense of appreciation or welfare and in the end the organizational commitment will be better. Research conducted by Karim & Rehman (2012) shows that organizational justice has a positive effect on organizational commitment.

The results of the analysis show that there is a significant negative effect of organizational justice on the intention of Kaltim Post employees to leave the company. This means that with increasing organizational justice, the willingness of Kaltim Post companies to leave the company decreases. The employee status of Kaltim Post Samarinda has a fluctuating percentage. From 2017 to 2018, the number of employees leaving the company increased, as did the percentage rate. In 2019, 84 fell again by 7, but the percentage dropped to 9% given the smaller number of retirees compared to 2017-2018. In 2020, 23 employees left, increasing the company's proportion by 35%. Fluctuations in the occurrence of turnover intentions are influenced by organizational justice set by the Kaltim Post company, and along with the increase in employee organizational justice, turnover intentions will decrease. Research by Muhammad & Fajrianthi (2013) proved that organizational justice has a negative influence and significant to turnover intention.

There is a significant negative effect on the company's organizational commitment and intention to leave. That is, as organizational commitment grows, the desire to leave the company decreases. Employee organizational commitment has a positive impact on the company and the organization. This is because employees with good organizational commitment are a strong motivator to maintain personality in the organization to achieve organizational goals. The bad impact is that the exit of PT Kaltim Post Samarinda employees is a risky behavior if the employee has the view that the problems that occur at PT Kaltim Post Samarinda are employee problems, this also shows that PT Kaltim Post Samarinda employees feel loyal.

The results of this study support the results of previous studies regarding organizational commitment to turnover intention that has been carried out, where research conducted by Fahrizal (2017) shows that organizational commitment has a negative and significant effect on turnover intention. In addition, according to Yildirim *et al.* (2015) organizational commitment negative and significant effect on turnover intention. Organizational commitment has not been proven as a variable that mediates the relationship between organizational justice and intention to leave. That is, changes in organizational commitment do not change the impact of organizational justice on intention to leave work. Therefore, the higher the employee's commitment to work in the company, the more we support the employee to continue working at the company in order to minimize the intention to leave the company. Based on data from the HRGA division of Kaltim Post Samarinda, the company experiences a decrease in the number of employees every year, with employee turnover at Kaltim Post Samarinda exceeding an average of 10%. This shows that organizational commitment to the company is problematic and does not affect organizational justice and organizational intention to leave. According to Albdour & Ikhlas (2014) organizational commitment in particular, the relative strength of the identification and involvement of individuals in the organization,

which represents the individual's strong belief in and acceptance of organizational goals and values, a strong desire to maintain a lot of effort and membership in the organization.

CONCLUSION

Based on the results of the research and discussion conducted, the following conclusions can be drawn that the condition of organizational justice is in the high category, organizational commitment is in the high category, and the intention to leave the Kaltim Post company is in the sufficient category. Organizational justice has a positive and significant effect on Kaltim Post's organizational commitment. This means that with the increase in organizational justice, the organizational commitment of the Kaltim Post Company will increase. Organizational justice has a negative impact on the willingness of Kaltim Post employees to leave. This means that with increasing organizational justice, the willingness of Kaltim Post employees to leave the company decreases. Organizational commitment has a negative impact on the intention of Kaltim Post employees to leave the company. This means, along with the growth of organizational commitment, the desire of Kaltim Post employees to leave the company is decreasing. The results of the analysis show that organizational commitment has not been proven as a variable that mediates the relationship between organizational justice and intention to leave. That is, changes in organizational commitment do not change the impact of organizational justice on intention to leave work

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