

# The Influence of Organizational Culture, Job Satisfaction and Organizational Justice through Organizational Commitment on the Intention to Leave Employees At PT. Medan Industrial Area

Aan Nurhadi<sup>1</sup>

Management Study Program, Battuta University, Indonesia

## ARTICLE INFO

### Article history:

Received Jun 9, 2023  
Revised Jun 13, 2023  
Accepted Jun 24, 2023

### Keywords:

Keywords: Work Placement,  
Workload,  
Organizational Culture,  
Employee Motivation

## ABSTRACT

The purpose of this study was to determine the effect of work placement, workload and organizational culture on work motivation at PT. Medan Industrial Area. The number of samples in this study amounted to 79 people using the saturated sample technique. The analysis technique used is multiple linear regression. The results showed that simultaneously work placement variables, workload and organizational culture have a significant effect on employee work motivation. Job placement has no significant effect on employee work motivation, work load and organizational culture have an effect on employee work motivation

*This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.*



## Corresponding Author:

Aan Nurhadi,  
Management Study Program,  
Battuta University,  
Jl. Sekip Simpang, Jl. Sikambing No.1 20111 Kota Medan Sumatera Utara, Indonesia.  
Email: [aan.nurhadi16@gmail.com](mailto:aan.nurhadi16@gmail.com)

## 1. INTRODUCTION

The achievement of success in an organization cannot be separated from the role of every human resource in the company, for this reason every organization or company that realizes how important quality human resources are for the progress of the company, tries to properly manage its human resources in order to be able to achieve the target. -targets previously set within the company. Management of human resources in a company is not enough to just have a good recruitment program or training and development of human resources in order to improve the ability of individual employees in the company, but a program to maintain the satisfaction of each individual employee with the work for which they are responsible, maintain and building employee loyalty and commitment to the company, and from all of these things it is expected to be able to maintain high-quality and high-performance human resources to remain in the company, is an important part of human resource management within the company.

According to Robbins (2010: 21) the ups and downs of the world economy cause most companies to find it difficult to find skilled workers to fill vacancies, large wages and benefits offers will not be enough to get and retain skilled workers. Managers need advanced recruiting and retaining strategies. Employees who stay or leave their jobs and organizations have a variety of reasons, but the bigger issue in many organizations is why the employee left voluntarily. According

to Swasto (2011: 133) if employee turnover occurs in large numbers, it needs serious attention and information needs to be explored regarding the real reasons why the employees quit.

Several organizational behavior experts have tried to see how and what are the factors that can influence an employee's desire to leave the company or stay in the company where the employee works. There are many employees who are satisfied with their jobs, but they don't like the amount of bureaucracy in the organization they work for, or technicians who are dissatisfied with their jobs, but still carry out the company's vision. The role of culture in influencing employee behavior seems to be increasingly important in today's workplace, the shared meaning provided by a strong culture ensures that all employees are directed in the same direction, culture increases organizational commitment and increases the consistency of employee behavior (Robbins, 2010:726).

The formation of organizational culture starts from the philosophy of the founder which will then influence the criteria for hiring employees, then the actions of top management will shape the general climate regarding acceptable and unacceptable behavior. This indirectly affects employees at work. With the organizational culture of each employee being different, employee job satisfaction is not the same as the others to fairness in obtaining every job given by the company affecting the employee's intention to leave *from* within the company which causes employee commitment to the organization to remain frequently asked by companies.

This is what underlies the author to choose the title: "The Influence of Organizational Culture, Job Satisfaction and Organizational Justice Through Organizational Commitment To Employee *Intention To Leave* At PT. Medan Industrial Area".

## 2. RESEARCH METHOD

### Types of research

This research is an associative research, this study aims to determine the relationship between two or more variables. With this research it will a theory can be built that can function to explain, predict and control a symptom (Sugiyono, 2011: 11).

Analysis techniques and tools for collecting data using questionnaires and additional data in the form of numbers from PT. Medan Industrial Area.

### Research Data Analysis Techniques

#### Multiple Linear Regression Analysis

To determine the effect or relationship of the independent variables (organizational culture, job satisfaction and organizational justice) with the dependent variable (*intention to leave* employees), then multiple linear regression methods will be used and data analysis will also use SPSS, the formula is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + y$$

y a = *Intention lo leave* employees

b<sub>1</sub>- b<sub>3</sub> = Constant

X<sub>1</sub> -- multiple regression coefficients

X<sub>2</sub> -- Organizational culture

X<sub>3</sub> -- Job satisfaction  
organizational justice *Standard Error*

## 3. RESULTS AND DISCUSSION

**Table 1.** Multiple Linear Regression Regression Test Results Coefficients Unstandardized Coefficients Standardized Coefficients

Model	B	std. Error	Beta	t	Sig.
(Constant)	2,549			1533	.128
X1	.121	.088	.149	1,384	.169
X2	.092	.085	.107	1,076	.284
X3	.376	.098	.342	3,844	.000

$$Y = 2.549 + 0.121 X1 + 0.092 X2 + 0.376 X3$$

**Table 2.** Model Feasibility Test Results**Goodness of Fit Test Results**

<b>Goodness of Fit</b>	<b>Value</b>	<b>Significance</b>
Determinant (R <sup>2</sup> )	0.225	
F test	11,730	0.000

Based on the table, it can be seen that the coefficient of determinant of organizational culture, job satisfaction and organizational fairness influences the *intention to leave* variable by 22.5%, while the remaining 77.5% is influenced by other independent variables that are not included in this research model. Data from the F test provides information that the variables of organizational culture, job satisfaction and organizational justice affect the *intention to leave variable*, where the significance value of the test results is 0.000 which is below  $\alpha = 5\%$ .

**Table 3.** Hypothesis testing  
**Coefficients**

<b>Model</b>	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	
	<b>B</b>	<b>std. Beta Errors</b>	<b>Sig</b>	
(Constant)	2,549	1,663		t 1533 .128
X1	.121	.088	.149	1,384 .169
X2	.092	.085	.107	1,076 .284
X3	.376	.098	.342	3,844 .000

- a. The significance of X1 is 0.169 > 0.05, this shows organizational culture (X1) has no significant effect on *intention to leave* (Y), so reject H<sub>a</sub> and accept H<sub>0</sub>. From the tcount, it is obtained by 1.384 and ttable by 1.980, which means that variable X1 (organizational culture) has no positive effect on *intention to leave* (Y).
- a. The significance of X2 is 0.284 > 0.05, this shows that job satisfaction (X2) has no significant effect on *intention to leave* (Y), so reject H<sub>a</sub> and accept H<sub>0</sub>. From the tcount, it is obtained by 1.076 and ttable by 1.980, which means that the variable X2 (job satisfaction) has no positive effect on *the intention to leave* (Y).
- b. The significance of X3 is 0.000 < 0.05, this shows that organizational justice (X3) has a significant effect on *intention to leave* (Y), so accept H<sub>a</sub> and reject H<sub>0</sub>. From the tcount obtained it is 3,844 and the ttable is 1,980, which means that the variable X3 (organizational justice) has a positive effect on *the Intention to leave* (Y).

**Moderated Regression Analysis a.****MRA 1 (Hypothesis 4)****1. Model Equation 2**

$$Z = a + b3X1 + e2$$

**a. Normality test****Kolmogorov-Smirnov Model 2 Test Results***One-Sample Kolmogorov-Smirnov Test*  
*Unstandardized Residuals*

N	125
Normal Parameters, b Mean	.0000000
	std. 2.53829029
Most Extreme	Absolute .168
Differences	Positive .099
	Negative -.168
Test Statistics	.168

*Asymp. Sig. (2-tailed)* .000c

### Heteroscedasticity Test

#### Glejser Test Results

Model	Unstandardized Coefficients		standardized Coefficients	t	Sig.
	B	std. Error	Betas		
1	(Constant) 1.775	.018	a.	2,201	.030
	Dependent Variable: Absut	.039	.041	,454	,651

### Model Equation 3 $eabsolute = a - b4Y$

#### MRA Test Results I Coefficientsa

Model	B	Std. Error	Unstandardized Coefficients		t	sig.
			Beta	Error		
1	(Constant)	3.203	.558	-.099	5.739	.000
					-.184	-2.074
						.040

Yes. Dependent Variable: *e-absolute*

Based on the table, the MRA 3 model equation is  $eabsolute = 3.2013 - 0.099$ , where the constant value is in the positive direction. And also the significance value is smaller than 0.05, namely  $0.040 < 0.05$ . Thus it can be concluded that H4 accepted and H0 is rejected, namely organizational commitment moderates the relationship between organizational culture and *intention to leave* employees at PT. Medan Industrial Area.

### MRA II (Hypothesis 5) Model Equation 4

$$Z = a + b4X2 + e2$$

#### Normality test

#### Kolmogorov-Smirnov Test Results Model 4 One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		125
Normal Parameters	Mean	.0000000
	Std. Deviation	2.57013322
Most Extreme Differences Absolute		.149
	Positive	.095
	Negative	-.149
Test Statistics		.149
Asymp. Sig. (2-tailed)		.000c

### Heteroscedasticity Test

#### Glejser Test Results Coefficientsa

Model	Unstandardized Coefficients		t	Sig.
	B	Beta		
1	a. Dependent Variable:	.833	3.334	.001
	<i>Absut</i>	.041	-.070	-.779
				.438

**Model Equation 5  $e_{absolute} = a - b_5Y$** **MRA Test Results II  
Coefficientsa**

Model		Unstandardized Coefficients		t	Sig.	
		B	Standardized Coefficients			
1	(Constant)	3.081	-.083	5.625	,000	
				-.158	-.1772	,079

Yes. Dependent Variable:  $e_{absolute}$

Based on the table, the MRA 5 model equation is  $e_{absolute} = 3.081 - 0.083Y$ , where the constant value is in the positive direction. And also the significance value is greater than 0.05, namely  $0.079 < 0.05$ . Thus it can be concluded that  $H_5$  rejected and  $H_0$  accepted, namely organizational commitment does not moderate the relationship between job satisfaction and *intention to leave* employees at PT. Medan Industrial Area.

**MRA III (Hypothesis 6) Model Equation 6**

$$Z = a + b_4X_2 + e_2$$

**Normality test****Kolmogorov-Smirnov Model 6 Test Results**

		Unstandardized Residuals
N		125
Normal Parameters, b	Mean	,0000000
	Std. Deviation	2.43437651
Most Extreme Differences Absolute		,156
	Positive	,068
	Negative	-,156
Test Statistics		,156
Asymp. Sig. (2-tailed)		,000c

**Heteroscedasticity Test****Glejser Test Results****Coefficientsa**

Model		Unstandardized Coefficients		t	Sig.
		B	Standardized Coefficients		
1	Dependent Variable: $Absut$	.624		5.065	,000
		.052	-,149	-1.677	.096

The table shows that the significance value of the independent variable is more than 0.05 ( $0.096 > 0.05$ ), thus it can be concluded that there is no indication of heteroscedasticity in the regression model.

**Model Equation 7  $e_{absolute} = a - b_6Y$** **MRA Test Results III****Coefficientsa**

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	std. Error	Betas			
1	(Constant)	3.337	.563			5.925	,000
		-.124	.048	-.226	-.2568		,011

Yes. Dependent Variable: *e-absolute*

Based on the table, it shows that the 7 MRA model equation is  $e_{absolute} = 3.337 - 0.124$ , where the constant value is in the positive direction. And also the significance value is smaller than 0.05, namely  $0.011 > 0.05$ . Thus it can be concluded that H6 accepted and H0 is rejected, namely organizational commitment moderates the relationship between organizational justice on *the intention to leave* employees at PT. Medan Industrial Area.

### Discussion

#### The Effect of Organizational Culture on Employee *Intention To Leave*

The results of the data analysis show that the organizational culture variable has no significant effect on *the intention to leave*, so reject H<sub>a</sub> and accept H<sub>0</sub>. From tcount obtained for 1.384 and ttable for 1.980, which means that the variable X1 (organizational culture) has no positive effect on *the intention to leave*. The results of this study are not in line with research conducted by Mustika (2012) which states that organizational culture has a probability level above 0.05 so that it can be stated that this variable has a significant effect on the *intention to leave*.

The results of this study have no positive effect because of the desire of employees to innovate and take risks in every job that is not in accordance with the wishes of the company, as well as always trying to pay attention to every job in detail.

#### The Effect of Organizational Culture on Employee *Intention To Leave*

The results of data analysis show that the variable job satisfaction (X2) has no significant effect on *intention to leave* (Y), so reject H<sub>a</sub> and accept H<sub>0</sub>.

From the obtained tcount of 1.076 and ttable of 1.980, which means that the variable X2 (job satisfaction) has no positive effect on *the Intention to leave* (Y).

The results of this study are not in line with research conducted by Adhi, Suharnomo and Sugiono (2013) which states that job satisfaction has proven to have a significant negative effect on employee *intention to quit*. The results of this study do not have a positive effect because there is pressure from companies to prohibit employees from tending to do jobs that give them the opportunity to use their skills and abilities.

#### The Effect of Organizational Culture on Employee *Intention To Leave*

The results of the data analysis show that the organizational justice variable (X3) has a significant effect on *the Intention to leave* (Y), so accept H<sub>a</sub> and reject H<sub>0</sub>.

From the tcount obtained it is 3,844 and the ttable is 1,980, which means that the variable X3 (organizational justice) has a positive effect on *the Intention to leave* (Y).

The results of this study are in line with research conducted by Wiratama and Suana (2015) which states that organizational justice has a positive effect on job satisfaction, organizational justice has a negative effect on *turnover Intention*, and job satisfaction has a negative effect on *turnover Intention*. The results of this study have a positive effect because the need for justice that is felt from the decision process made by management and justice that is felt by employees from the process of interaction with other employees and with superiors can be carried out well by management.

#### The Influence of Organizational Culture on Employee *Intention To Leave* Organizational Commitment As Moderator

The results of data analysis show that the equation of the 3 MRA model is  $absolute = 3.2013 - 0.099$ , where the constant value is in the positive direction. And also the significance value is smaller than 0.05, namely  $0.040 < 0.05$ . Thus it can be concluded that H<sub>4</sub> accepted and H<sub>0</sub> is rejected, namely organizational commitment moderates the relationship between organizational culture and *intention to leave* employees at PT. Medan Industrial Area. The results of this study are in line with research conducted by Mustika (2012) which states that organizational culture has a probability level above 0.05 so that it can be stated that this variable has a significant effect on the *intention to leave*.

The results of this study have a positive effect because of the desire of employees to innovate and take risks in every job that is not in accordance with the wishes of the company, as well as always trying to pay attention to every job in detail.

### **The Effect of Job Satisfaction on Employee *Intention To Leave* Organizational Commitment As Moderator**

The results of the data analysis show that the 5 MRA model equation is absolute = 3.081 - 0.083, where the constant value is in the positive direction. And also the significance value is greater than 0.05, namely 0.079 < 0.05. Thus it can be concluded that H5 rejected and H0 accepted, namely organizational commitment does not moderate the relationship between job satisfaction and *intention to leave* employees at PT. Medan Industrial Area.

The results of this study are in line with research conducted by Mustika (2012) which states that job satisfaction has a probability level above 0.05 so that it can be stated that this variable has a significant effect on the *intention to leave*.

The results of this study are strengthened because employees want a pay system and promotion policies that are fair and in accordance with their expectations and friendly and supportive co-workers will create job satisfaction.

### **The Effect of Organizational Justice on Employee *Intention To Leave* Organizational Commitment As Moderator**

The results of data analysis show that the variable of the 7 MRA model equation is eabsolute = 3.337 - 0.124, where the constant value is in the positive direction. And also the significance value is smaller than 0.05, namely 0.011 > 0.05. Thus it can be concluded that H5 is accepted and H0 is rejected, namely organizational commitment moderates the relationship between organizational justice and employee *intention lo leave* at PT.

Medan Industrial Area. The results of this study are in line with research conducted by Wiratama and Suana (2015) which states that organizational justice has a positive effect on job satisfaction, organizational justice has a negative effect on *turnover intention*, and job satisfaction has a negative effect on *turnover intention*. The results of this study have a positive effect because the need for justice that is felt from the decision process made by management and justice that is felt by employees from the process of interaction with other employees and with superiors can be carried out well by management.

## **4. CONCLUSIONS**

Organizational culture has no significant effect on organizational commitment at PT. Medan. Industrial Estate, meaning that there is no desire for employees to innovate and take risks in every job. Organizational commitment has no significant effect on *intention to leave* at PT. Medan Industrial Area, meaning that employees are less willing to commit as a result of leaving their jobs. Job satisfaction has a positive effect on organizational commitment at PT. Medan Industrial Area, meaning that employees like jobs that give them the opportunity to use their skills and abilities. Organizational commitment strengthens the relationship between organizational culture and *the Intention lo leave* employees at PT. Medan Industrial Area, meaning that employees are required to be involved in existing tasks. Organizational commitment weakens the relationship between job satisfaction and *the intention lo leave* employees at PT. Medan Industrial Estate, meaning that there is no employee involvement so that employees are not satisfied. Organizational commitment strengthens the relationship between organizational justice and *the Intention to leave* employees at PT. Medan Industrial Estate, meaning that employees feel justice from the results received.

## **BIBLIOGRAPHY**

- Flipppo, Edwin B. (2014). *Personnel Management*. Sixth Edition. Volume 2. Translated by: Moh Masud. Editor: Alphonsus Sirait. Jakarta: Erlangga Publisher.
- Ghozali, I. 2012. *Application of Multivariate Analysis with the SPSS Program*, Third Edition. Semarang: Diponegoro University Publishing Agency.
- Hasibuan, Malayu SP. (2013). *Organization and Motivation, Basics of Increasing Productivity*. Jakarta: The Literary Earth.
- Koentjaraningrat, (2013). *Principles of Organizational Behavior*. Fifth Edition. Translated by: Halida, Dewi Sartika. Jakarta: Erlangga Publishers
- Kuncoro, Mudrajad. (2012). *Corporate Policy and Strategy Management*, Edition Second, Jakarta: Erlangga Publishing.

- Luthans, Fred. (2010). *Organizational behavior. Issue Ten*. Subtitles: Vivin Andhika Yuwono, Shekar Purwanti, Th. Arie Prabawati & Winong Rosari. Yogyakarta: Publishing Andi.
- Mathis, R. (2014). *Human Resource Management, Human Resource Management*. Jakarta: Salemba Empat.
- Mathis, Robert L. & John H. Jackson. (2010). *Human Resource Management*. Tenth Edition. Translated by: Diana Angelica. Jakarta: Salemba Empat Publishers.
- Michael, 2015. *Human Resource Management*. Retrieved January 2, 2018. (<https://www.uop.edu.jo/Repository/41/Strategic%20Human%20Resource%20Management.pdf>).
- Robbins, Stephen P. (2010). *Organizational Behavior (Organizational Behavior)*. Volume 2. Jakarta: Salemba four.
- Soepranto J, (2012). *Marketing Research Techniques and Sales Forecasting*, Jakarta; Rineka Create.
- Sofia (2008). *Organizational Behavior*. Yogyakarta: Publishing Andi
- Sugiyono. (2011). *Business Research Methods*. Bandung: Alfabet.
- Susanto (2011). *Human Resource Management*, 10th Edition, Jakarta: Salemba Publishing House Four.
- Private, Bambang. (2011). *Human Resource Management*. Malang: University Brawijaya Press.