

The Relationship Of Organizational Justice And Job Embeddedness On Turnover Intention With Mediation Of Organizational Commitment

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Abstract – In the context of education, the teacher's role is one of the most important components needed to build quality education and promote the good name of the school. The most important thing is how to retain qualified teachers and how the principal can set a strategy so that teachers remain bound, committed, and have no intention of leaving the organizational environment of their work. The emergence of teacher turnover intention is a big challenge for school principals not to lose qualified teachers. For this reason, the purpose of this study was to determine the role of organizational justice and job embeddedness on turnover intention mediated by organizational commitment. The research was conducted using a survey using a questionnaire where the respondents used were 275 non-civil servant junior high school teachers. Data were analyzed using Structural Equation Model (SEM). The results of the first study show that there is a relationship between organizational justice and organizational commitment. Second, there is a relationship between organizational justice and turnover intention. Third, there is a relationship between job embeddedness and organizational commitment. Fourth, there is a relationship between job embeddedness and turnover intention. Finally, the fifth conclusion shows that there is a relationship between organizational commitment and turnover intention. In this study, it is necessary to determine other factors that influence organizational commitment and turnover intention such as organizational culture variables. Meanwhile, the managerial implication in this research is the need to create a good organizational culture, as well as build cohesiveness among teachers and the need for rewards from the achievements of the teachers.

Keywords – Organizational Justice, Job Embeddedness, Organizational Commitment dan Turnover Intention.

I. INTRODUCTION

Human resources are an important element because the success of organizational performance depends on the conditions and behavior of employees in the organization (Silaban and Syah, 2018). If employees think and intend to leave the organization, it indicates that their psychological attachment to the organization has decreased (Wardana et al., 2020). According to Flint et al. (2013) employee turnover intention behavior is shown through withdrawal from work along with absenteeism and neglect of duties. It is important to note that organizational capacity increases due to the contribution of qualified employees, from the aspect of knowledge, assessment, experience, skills, risk-seeking, and creativity so that the organization appropriately responds to changes in the external environment, secures economic continuity and achieves competitive advantage (Coetzer et al., 2019). Kilani (2017) argues that controlling the antecedents can minimize the potential threat of turnover rates, for this reason, turnover intention antecedents are needed.

Organizational commitment of employees effectively has a strong relationship that is closely related to the achievement of organizational goals so that this strong desire makes them not leave the organization (Zhao et al., 2012). The research of Shehawy

et al. (2018); Suifan et al. (2017); Kilani (2017); Flint et al. (2013); June and Poon (2012); Zhao et al. (2012) in their research results found that organizational commitment has a significant negative correlation with turnover intention. Suifan et al. (2017) explained that organizational justice affects employee attitudes such as organizational commitment, satisfaction and in turn affects turnover intention. There is previous empirical evidence that supports organizational commitment as a complete mediation between organizational justice and turnover intention (Suifan et al. 2017; Flint et al., 2013). On the other hand, June and Poon's (2012) results of their research prove that affective commitment partially mediates the relationship between distributive justice and procedural justice on turnover intention. Previous empirical found that there was a negative correlation between organizational justice and turnover intention (Addai et al., 2018). However, different results were found that organizational justice was not significantly correlated with turnover intention (Timinepere et al., 2018).

Overall, the increase in organizational commitment, job satisfaction, feeling comfortable, and the decision of employees to stay or leave the organization, depends on the role of the leader and the organizational environment (Dorji and Kaur, 2019). Both organizational commitment and turnover intention arise as a consequence of job embeddedness (Shehawy et al., 2018). Furthermore, Zainuddin and Noor (2019) stated that the decision to leave the organization or not is not only related to work problems (on the job), it is possible that things such as family, friends, community activities can influence it. Generally, the job embeddedness construct does not attempt to explain why employees choose to leave their work organizations but considers a series of influences (organization, community) that make them want to stay at their jobs (Holtom et al., 2008; Mitchell and Lee, 2001).

Dorji and Kaur's research (2019) revealed that procedural justice is significantly correlated with organizational commitment, while distributive justice and interactional justice are not significantly correlated with organizational commitment. Research at the Korean Institute of Public Administration, procedural justice has a significantly greater correlation with organizational commitment than distributive justice, his research explains that members of Korean public administration cannot operate in a conservative distributive, so flexibility is needed in addition, procedural justice such as decision making will further increase organizational commitment (Jang et al., 2019). Poussard et al (2017) conclusion of his research explains that positive perceptions of procedural justice and interactional justice affect employee behavior such as satisfaction, job involvement, a performance due to strong organizational commitment. However, other empirical evidence supports that there is no significant positive correlation between procedural justice and interactional justice on affective commitment (Li, 2014).

Several previous research results revealed that there was a negative correlation between job embeddedness and turnover intention (Choi and Kim, 2015; Coetzer et al. 2019; Shehawy et al., 2018; Zhao et al., 2012). The conclusion of the study explains that high job embeddedness affects the relatively lower level of turnover intention, because of the strong bond of social resources within the organization, it is difficult to replace them in a new organizational environment (Coetzer et al., 2019). In addition to turnover intention, the results of previous empirical studies found that job embeddedness had a significant positive effect on organizational commitment (Ferreira and Coetzee, 2014; Shehawy et al., 2018; Zhao et al., 2012). On the other hand, it was found that research results stated that organizational continuity commitment partially mediates the relationship between job embeddedness and intention to quit (Zainuddin and Noor, 2019).

Research that has been conducted by (Ferreira and Coetzee, 2014; Shehawy et al., 2018; Zhao et al., 2012; Choi and Kim, 2015; Coetzer et al., 2019) only examines the job embeddedness of employees' attachment to the organization and only looking at the dimensions of on the job, then the research only focuses on the relationship between organizational justice and organizational commitment. However, it is still rare to find research investigating the concept of job embeddedness from both aspects of them off the job and on the job dimensions that will be used in this study. This research was also conducted in the period of 2020 during the Covid pandemic conditions and the education environment in Indonesia. Allen (2006) stated organizational attachment as the strongest predictor of turnover intention. Another opinion states that work engagement in the aspect of the off-the-job community is a stronger predictor (Lee et al., 2004). This study aims to determine the relationship between organizational justice and job embeddedness on turnover intention through organizational commitment in non-civil servant junior high school teachers. Based on the background of this study, the researcher wanted to see how the influence of organizational justice, job embeddedness, and organizational commitment on teacher's turnover intention. The goal to be achieved is that researchers want to know how the role of organizational justice and job embeddedness, organizational commitment on turnover intention in non-civil servant teachers is.

II. MATERIALS AND METHODS

2.1. Organizational Justice

Organizational justice is something that underlies individual perceptions of the existence of justice in the work environment both in terms of results and processes from the policy procedures used in obtaining these results (Colquit in Workman-Stark, 2021). Robbins and Judge (2019) stated that organizational justice is the overall perception of what is fair in the workplace. In addition, organizational justice is the extent to which individuals believe in the results received and the way individuals are treated within the company fairly, equally, and following the expected moral and ethical standards, which have been applied to investigate various organizationally relevant behaviors and behaviors (Cole et al., 2010). Suifan et al (2018) state that organizational justice is the perception that employees have of fairness within the company: do employees feel valued and treated fairly in return for their contributions. Organizational justice is how employees determine whether employees are treated fairly in the workplace and how this determination can affect other work-related matters (Al-Zu'bi, 2010).

Based on the theory of justice, organizational justice is the perception of employees who tend to compare the ratio between their efforts, balanced with the results they have received (Gibson et al., 2011). Another definition that explains organizational justice is the extent to which individual personal judgments believe that the results of their contributions and how managerial behavior can be applied fairly, equally, in line with expected moral and ethical standards (Choi et al., 2014; Cole et al., 2010). There are three dimensions of organizational justice including distributive justice, procedural justice, and interactional justice (Suifan et al. (2018). Employee satisfaction with their assessment of whether the organization can allocate rewards (work assignments, salaries, rewards, career paths) fairly, refers to the understanding of the distributive justice dimension (Colquit in Workman-Stark, 2021). Employee assessment regarding whether the related organizational procedures (promotions, layoffs, salary increases, etc.) are transparent, following a fair method, this is an understanding of the dimensions of procedural justice (Niehoff and Moorman in Suifan et al. (2018). The last dimension is interactional justice, which refers to the employee's assessment of the level at which the quality of relationships is established with dignity, concern, respect in various organizational hierarchies (Suifan et al., 2018; Workman-Stark, 2021)

2.2. Job Embeddedness

Job embeddedness is an extension of a set of things that ultimately influence individuals to stay in their jobs (Holtom & Inderrieden, 2006; Bergiel, Nguyen, Clenney & Taylor, 2009). Reitz and Anderson (2011) define job embeddedness as a matter that focuses on the retention of why individuals remain in the organization. Job embeddedness is a totality of employees who are socially, financially, and psychologically influenced by organizations and communities that influence their choice of whether to stay or leave their jobs (Mitchell and Lee in Saghih and Nosrati, 2021; Thome and Greenwald, 2020). There are two dimensions of job embeddedness that strengthen individuals to remain bound and persist in their work, namely the first dimension on the job consisting of organizational fit, organizational link, and organizational sacrifice, and the second dimension off the job consisting of community fit, community link and sacrifice community (Mitchell and Lee in Saghih and Nosrati, 2021; Thome and Greenwald, 2020).

Fit is defined as the extent to which individuals are comfortable because of their suitability to the organization and (community) environment they occupy (Mitchell and Lee in Saghih and Nosrati, 2021; Thome and Greenwald, 2020). Fit in the organization includes personal values, career goals, plans, suitability of organizational culture as well as knowledge, abilities, and current job demands of individuals, then for community fit includes individual fit on the weather, politics, religion, facilities, the culture of the location where the individual stay and all of this will encourage individual fit to work (Mitchell and Lee in Saghih and Nosrati, 2021; Thome and Greenwald, 2020). Link is a formal or informal social relationship from individuals both within the link organization such as a fun work team, a person who is relied upon by the team, supervisor support, then links to the community include pressure, family interests, and non-work relationships in the environment (Mitchell and Lee in Saghih and Nosrati, 2021; Thome and Greenwald, 2020).

Sacrifice is an individual's perception of the loss that occurs both materially and psychologically when leaving the organization, as well as giving up other benefits such as valuable projects, getting out of retirement benefits, lost opportunities for stability, promotion, and job advancement (organization-related sacrifice). in terms of changing living environment and ease of accessing the workplace (community-related sacrifice) (Mitchell and Lee in Saghih and Nosrati, 2021; Thome and Greenwald, 2020).

2.3. Organizational Commitment

Allen and Meyer in Töre (2020) define organizational commitment as a psychological state in the employee's relationship with the organization and decides to remain a member of the organization. Organizational commitment is the degree to which employees believe and accept the organization's goals and will not leave the organization (Mathins and Jackson, 2010). Meanwhile, another definition states organizational commitment as an employee's psychological bond that identifies itself with values, organizational goals, engagement, and loyalty to the organization (Gibson et al., 2011). According to Mowday et al. in Dahleez et al (2021), organizational commitment is the attitude of individuals who identify themselves with organizational goals and their desire to maintain membership to facilitate the goals of the organization.

In contrast, according to McShane and Clnow (2010) that organizational commitment is the strongest influence, where individuals identify themselves with requests and are highly motivated to carry them out even when the source of motivation is no longer present. There are several dimensions of organizational commitment including the affective commitment dimension, namely the employee's desire to be part of the organization because of the emotional ties they have, the continuance commitment dimension, namely the employee becomes part of the organization because of salary, does not find another job and consideration of other benefits, the last dimension of normative commitment arises from awareness of the basis in employees on values, norms, obligations and responsibilities that commitment has become something that should be in the organization (Allen and Meyer in Töre, 2020).

2.4. Turnover Intention

The definition of turnover intention is an individual's intention to move from his current workplace to another workplace (Green, Miller & Aarons, 2013). Turnover intention is a process when employees leave the organization and their job positions, where the position must be replaced by someone else (Mathis & Jakson, 2010). According to Tett & Meyer (2006) turnover intention refers to the intentional desire and awareness to leave the organization. Meanwhile, another definition states that turnover intention is a reflection of individual withdrawal not only from the intention but at the same time the emergence of voluntary withdrawal behavior from leaving the profession or organization (Mobley et al., 1978; Harpert, 2013; Hom and Griffeth, 1995 in Suifan et al., 1995). al. 2017). The turnover intention has three dimensions, namely the individual thinking of staying or leaving his current job (thinking of quitting), the individual intending to quit, and finally the individual's intention to leave if he gets an alternative job elsewhere (Mobley et al., 1978).

2.5. Relationship between Organizational Justice and Organizational Commitment

According to Poussard et al (2017) that in HR practice to ensure the achievement of high commitment depends on the extent to which employees perceive the organization to be fair, both in procedural and interactional quality. Employees see fairness as their expectations regarding the proportion of inputs between rewards, rewards between individuals, and between individuals and organizations (Jang et al., 2019). June and Poon (2012) added that employees will not feel attachment, identification, and involvement with the organization if they feel that there has been injustice in the award for their contribution to the organization.

The high commitment of employees will feel satisfied, productive, fit, dedicated, and have greater work responsibilities (Dorji and Kaur, 2019). On the other hand, the perception of unfair treatment by the organization reduces employee commitment which leads to turnover intention (Flint et al. 2013). Several previous studies have also explored the relationship of organizational justice to organizational commitment (Dorji and Kaur, 2019; Kilani, 2017; Poussard et al., 2017; Suifan et al., 2017; Jang et al., 2019; Flint et al., 2013; June and Poon, 2012). Based on the above, the following hypotheses can be drawn:

H1: The high level of organizational justice can increase organizational commitment

2.6. Relationship between Organizational Justice and Turnover Intention

Perceptions of unfairness towards procedural, distributive and interpersonal treatment trigger dissatisfaction which will eventually force employees to think about quitting (Addai et al., 2018). The thing to watch out for, employees can restore feelings of injustice by changing their behavior or cognition such as withdrawing from work or thinking about leaving work (June and Poon, 2012). Cropanzano et al. (2007) added that the presence of organizational justice is an important motivator in the work environment because when employees feel an injustice has occurred, it causes employee morale to drop and they are likely to leave their jobs.

Kilani's (2017) research findings explain that three aspects of organizational justice (procedural, distributive, interactional) are very important to keep turnover rates low, for that increasing employee perception of the three aspects of organizational justice is needed because this represents the first stage of managing turnover intention. The higher the organizational justice, the lower the turnover intention of the employees. This is in line with the results of several previous studies (Addai et al., 2018; June and Poon, 2012; Suifan et al., 2017; Flint et al., 2013). Based on the foregoing, the following hypotheses were developed:

H2: The high level of organizational justice can reduce turnover intention

2.7. Relationship between Job Embeddedness and Organizational Commitment

Shehawy et al (2018) reveal the support employees need from superiors makes them more committed to achieving the expected performance, this reflects positively their job attachment to organizational commitment. The research findings of Ferreira and Coetzee (2014) explain that link and sacrifice are two forces that increase the moral obligation of employees (normative commitment) to stay with the organization. In retaining employees, superiors should pay dearly form attention and try hard to develop the strategies and work projects needed, this can strengthen employee work engagement and build emotional bonds because increasing affective commitment increases loyalty and reduces turnover intention (Zhao et al., 2012).

Shehawy et al (2018) conclusion of his research reveals that the better the employee's work engagement, the higher the employee's commitment to the organization. Several studies conducted previously stated that there was a significant positive relationship between job embeddedness and organizational commitment (Shehawy et al., 2018; Zainuddin and Noor, 2019; Zhao et al., 2012; Ferreira and Coetzee, 2014). Based on the above, the following hypotheses were developed:

H3: The high level of job embeddedness can increase organizational commitment

2.8. Relationship between Job Embeddedness and Turnover Intention

According to Ferreira and Coetzee (2014), organizations must strengthen financial and psychological relationships between employees and the organization to increase the moral obligation of employees to remain with the organization, because the risk they feel is the sacrifice they must take and do if they decide they intend to leave. Shehawy et al. (2018) add that organizations should increase what keeps employees engaged in their work by creating opportunities for employees to improve themselves, enabling employees to use their skills efficiently, assisting their career planning, and implementing teamwork within the organization.

The more benefits provided to employees when leaving, the more difficult it is for them to leave the organization (Mitchell and Lee in Saghih and Nosrati, 2021; Thome and Greenwald, 2020). Thus, if changing jobs involve risk from accumulating resources, it means that many resources are likely to be lost, unlike if employees find other organizations that are able and willing to provide more abundant resources (Coetzer et al., 2019). Zhao et al. (2012) stated that the level of work engagement and employee affection for the organization could increase or decrease turnover intention, which in the end they leave or stay with the organization. The results of research that there is an influence of job embeddedness on turnover intention have been found previously (Zhao et al., 2012; Shehawy et al., 2018; Choi and Kim, 2015; Coetzer et al., 2019; Zainuddin and Noor, 2019). From the description above, the following hypothesis is proposed:

H4: The high level of job embeddedness can reduce turnover intention

2.9. Relationship between Organizational Commitment and Turnover Intention

Organizations are formed by many people to achieve goals but low job satisfaction and commitment have negative impacts such as absenteeism, the decreased performance that leads to turnover in the workplace (Dorji and Kaur, 2019). Turnover intention is seen in the form of withdrawal behavior and is accompanied by absenteeism and job abandonment (Flint et al., 2013). Allen and Meyer (1990) stated that organizational commitment is a psychological relationship between employees and the organization that makes employees tend not to intend to leave the organization voluntarily. Employees' psychological identification with the organization and their good emotional bond can play a positive role in influencing their interest in committing to maintaining their current job (Zhao et al. 2012). Kilani (2017) states that organizational commitment implies the desire of employees to stay with their organization because it is expected to influence their intention to leave the organization.

Suifan et al. (2017) stated that low levels of organizational commitment are associated with counterproductive and withdrawal attitudes such as absenteeism and turnover intention. The high organizational commitment of employees can minimize the

occurrence of turnover intention which has an impact on organizational losses. As the results of previous studies state that there is a significant negative relationship between organizational commitment and turnover intention (Shehawy et al., 2018; Suifan et al., 2017; Kilani, 2017; Flint et al., 2013; June and Poon, 2012; Zainuddin and Noor, 2019; Zhao et al., 2012). Based on the literature above, the following hypotheses can be proposed:

H5: The high level of organizational commitment can reduce turnover intention

From the description above, the research model can be described as follows:

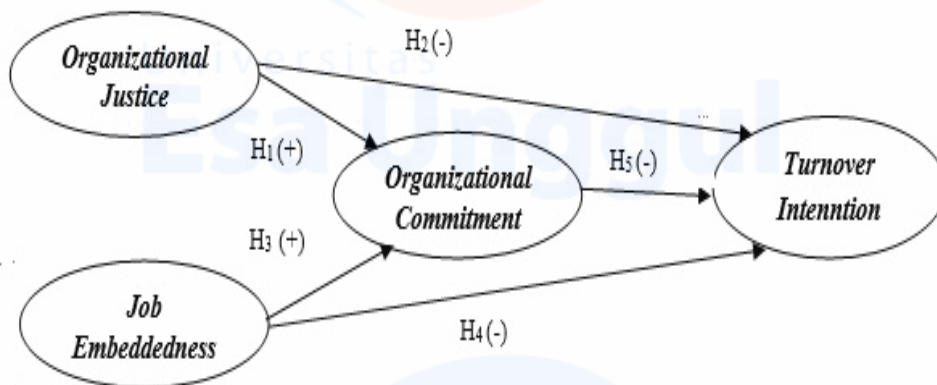


Figure 1. The Model of Research

2.10. Research Methodology

Selection of Samples and Respondents

This research was conducted on non-PNS permanent junior high school teachers in Bekasi, purposive sampling technique was used to determine the criteria for this research sample, namely junior high school teachers as non-PNS permanent teachers and had worked in one school for two years or more than two years. This study is a quantitative research that is deductive in nature so that its application to answer a problem formulation comes from the concept of theory. To answer the research questions, the author uses a quantitative approach. Quantitative methods were used by involving the distribution of questionnaires to select respondents from non-PNS permanent junior high school teachers in Bekasi. The population of this study was non-PNS permanent junior high school teachers in Bekasi, purposive sampling technique was used to determine the criteria for this research sample, namely junior high school teachers as non-civil servant permanent teachers and had long worked in one school for two years or more than two years.

Measurement

This study uses a survey method by distributing questionnaires to obtain respondent data. The Likert scale is used to measure a person's opinion or perception on a social phenomenon with a score of five alternative answers, namely one assessment strongly disagree, a score of two assessments disagree, a score of three assessments between agreeing and disagree, score four assessments agree and the last for a score of five assessments strongly agree (Azwar, 2012). In the organizational commitment and turnover intention variables, there are negative statements, then the weighting of the scores on these statements must be reversed (Neliwati, 2018). The weighting of scores on negative statements must be reversed, for example, if the respondent answers strongly agree, then the value obtained is not 5 (five) but 1 (one), and vice versa.

In this study, there are two exogenous variables (independent variables) namely organizational justice and job embeddedness, as well as two endogenous variables (dependent variable) namely organizational commitment and turnover intention. Measurement of organizational justice (OJ) variables adopted from (Niehoff and Moorman, 1993) includes fourteen statements, measurement of job embeddedness (JE) with twenty-one statements adopted from (Mitchell and Lee in Saghieh and Nosrati, 2021; Thome and Greenwald, 2020). The measurement of organizational commitment (OC) variable adopted from (Allen and Mayer, 1990 in Töre,

2020) consists of fifteen questions and finally, there are five statements of the measurement of the variable turnover intention (TI) adopted from (Crossley et al., 2007 in Park and Pierce, 2020; Self et al., 2020)

In terms of the analytical tool to be used, namely the Structural Equation Model, the determination of the number of samples in the SEM provisions are at least 5-10 times the number of questionnaires (Hair et al., 2014). The number of questionnaire statements in this study was 55 statements, so the number of samples taken in this study (55x5) was 275 respondents. Structural Equation Model (SEM) method using Lisrel software to determine the level of significance and correlation between variables. Factor analysis was carried out in this study to test the validity and reliability using SPSS 25 by looking at the Kaiser-Meyer-Olkin (KMO) and Measure of Sampling Adequacy (MSA) values. KMO and MSA values > 0.500 , which means that the factor analysis is appropriate. The reliability test can be seen from the coefficient of Cronbach's Alpha 0.7 although the value of 0.6 is still acceptable, then the reliability is considered good (Hair et al., 2014). The results of the confirmatory factor analysis test showed that all items of organizational justice (OJ), job embeddedness (JE), organizational commitment and turnover intention (TI) statements were valid with KMO and MSA values > 0.5 and 1 component matrix. For the results of reliability testing, it is known that all items of statement item variable organizational justice (OJ), job embeddedness (JE), organizational commitment and turnover intention (TI) show Cronbach's alpha value 0.7 which means it shows a good reliable value (Hair et al., 2014).

III. RESULT AND DISCUSSION

The results of the construct validity measurement show that all indicators on organizational justice, organizational commitment, and turnover intention variables are acceptable/valid because the factor loading value has a good match (>0.50). In contrast, some indicators of job embeddedness variables do not all have a factor loading value that shows a good match (<0.50), namely the ScOrg (0.36) and ScCom (0.26) indicators. For the t-value on the results of the construct validity measurement, all indicators on organizational justice, job embeddedness, organizational commitment, and turnover intention variables have a t-value greater than the t-table (1,96) at a significance level of 5%. Measurement of construct reliability test to fulfill reliability requirements, with CR (Construct Reliability) value above 0.60 and VE (Variance Extracted) value above 0.50 (Hair et al. 2013). In this study, it is known from the results of the construct reliability test that the CR value on all variables has met the reliability requirements, namely above 0.60 on organizational justice variables (0.96), job embeddedness (0.88), organizational commitment (0.97) and turnover intention (0.95). Meanwhile, the VE value shows a value above 0.50 on all variables that have met the reliability requirements, namely organizational justice (0.90), job embeddedness (0.58), organizational commitment (0.92), and turnover intention (0.81).

Structural test analysis can be seen from the value of R^2 . The value of R^2 for each equation serves to show how far the independent variable can explain the dependent variable. The results of the first analysis are that jointly OJ (organizational justice) and JE (job embeddedness) affect COM (organizational commitment) with an R^2 value of 0.88. This means that 88% of the variance of COM (organizational commitment) can be explained by the OJ (organizational justice) and JE (job embeddedness) variables, while the remaining 12% can be explained by other variables that do not exist in this study. The results of the second analysis that together COM (organizational commitment), OJ (organizational justice), and JE (job embeddedness) affect IT (turnover intention) with an R^2 value of 0.95. This means that 95% of the variance of IT (turnover intention) can be explained by the variables COM (organizational commitment), OJ (organizational justice), and JE (job embeddedness) while the remaining 5% can be explained by other variables that are not present in this study.

Based on the analysis of group 1 to group 7, all test results almost have a good match including Chi-Square, ECVI, Critical N, Goodness of Fit AIC, and CAIC and Fit Index. There are results in the form of Close fit on RMSEA. So, it is concluded that the suitability of all models has met the requirements (good fit), for more details can be seen in Appendix 5C in the table of results of the goodness of fit analysis. Furthermore, this research produces a T-Value path diagram as follows:

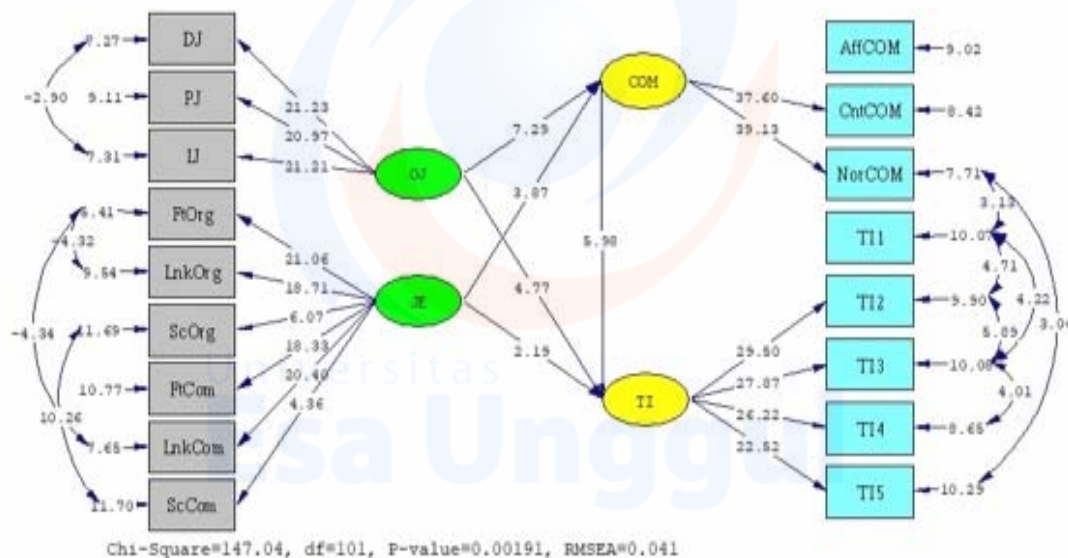


Figure 2. Path Diagram T-Value
Source: Lisrel SEM-Data Processing Results

Information: *distributive justice (DJ), procedural justice (PJ), interactional Justice (IJ), fit organizational (FtOrg), link organizational (LnkOrg), sacrifice organizational (ScOrg); fit community (FtCom), link community (LnkCom), sacrifice community (ScCom); organizational commitment (COM); turnover intention (TI).*

Based on Figure 2 Path Diagram T-Value, the results of the hypothesis in this study can be seen in Table 1.

Table 1. Research Model Hypothesis Testing

No	Hypothesis Statement	T-Value	Information
H1	The high level of organizational justice can increase organizational commitment	7,29	Data Supports Hypothesis
H2	The high level of organizational justice can reduce turnover intention	4,77	Data Supports Hypothesis
H3	The high level of job embeddedness can increase organizational commitment	3,87	Data Supports Hypothesis
H4	The high level of job embeddedness can reduce turnover intention	2,19	Data Supports Hypothesis
H5	A high level of organizational commitment can reduce turnover intention	5,98	Data Supports Hypothesis

Source: Lisrel SEM Data Processing Results

3.1. Organizational Commitment Mediation Analysis

Analysis of mediating variables can be done through two approaches, namely, coefficient difference and multiplication. The first approach is carried out by examining through analysis with and without mediating variables, while the second method is carried out using procedures (Hair et al. 2013). The first analysis is that organizational justice has a direct effect on organizational commitment, with a value of $t = 7.29 (> 1.96)$. Organizational justice has a direct effect on turnover intention, with a value of $t = 4.77 (> 1.96)$ and organizational commitment has a direct effect on turnover intention, with a value of $t = 5.98 (> 1.96)$. It can be

concluded that organizational commitment mediates the relationship between organizational justice and teacher turnover intention. Organizational justice has a direct effect on turnover intention and organizational justice has an indirect effect on turnover intention through organizational commitment. This is commonly called partial mediation analysis because it can affect both directly and indirectly.

The second analysis is that job embeddedness has a direct effect on organizational commitment, with a value of $t = 3.87 (> 1.96)$. Job embeddedness has a direct effect on turnover intention, with a value of $t = 2.19 (> 1.96)$ and organizational commitment has a direct effect on turnover intention, with a value of $t = 5.98 (> 1.96)$. It can be concluded that organizational commitment mediates the relationship between job embeddedness and teacher turnover intention. Job embeddedness has a direct effect on turnover intention and also job embeddedness has an indirect effect on turnover intention through organizational commitment. This is commonly called partial mediation analysis because it can affect both directly and indirectly.

The results of testing the first hypothesis (H1) indicate that the higher the organizational justice received by non-civil servant junior high school teachers, the higher their organizational commitment. The results of this study are in line with the results of research by Dorji and Kaur (2019); Kilani (2017); Poussard et al. (2017); Suifan et al. (2017); Jang et al. (2019); Flint et al. (2013); June and Poon (2012) concluded that organizational justice affects organizational commitment. Principals must create and maintain justice for their subordinates, namely teachers. Various forms of justice, both in terms of policy regulations, salaries, opportunities for teachers to hold other more important job responsibilities, suitability of awards for teacher achievements are an important part of building their organizational commitment. The presence of organizational justice is expected to maintain or even further increase the organizational commitment of teachers so that they will rethink the losses they get if they have to leave the school organization where they work. Another form of justice that is no less important is that in building good relations, principals do not look at the status of teachers' positions and their tenure. All teachers have the right to freedom of opinion and are given equal opportunities to be included in important matters and know every procedural policy process well so that this can foster a sense of togetherness among colleagues which leads to organizational commitment. Through organizational commitment, teachers feel that they are an important part of their work environment so that the work and organization where they work become more meaningful. A high level of teacher organizational commitment can provide positive attitudes and behavior towards the organization because teachers respect and believe that the best performance they provide can be rewarded fairly so that this is something that should be done.

The results of testing the second hypothesis (H2) show that the higher organizational justice received by non-civil servant junior high school teachers can reduce their turnover intention. As the results of this study support the results of previous studies, that organizational justice affects turnover intention (Addai et al., 2018; June and Poon, 2012; Suifan et al., 2017; Flint et al., 2013; Kilani, 2017). Organizational justice should indeed be applied in any workplace. If teachers feel they do not get justice for their rights, both distributively and in other procedural policy processes, they do not hesitate to look for work in other places that they think can better respect their rights. Turnover intention can result in actual real turnover that makes the principal lose competent teachers. It is important for school principals to always respect the rights of their employees, namely teachers. Every decision in the work environment is carried out fairly without any difference in treatment between one teacher and another. Justice in making decisions also considers the impact of the decision, the most important thing is how the procedural process of the decision is transparent and following fair and ethical guidelines. When the procedural policy process along with the distributive allocation is following a fair and transparent method, then this can reduce the turnover intention of teachers. Teachers feel that the presence of organizational justice makes their rights feel secure, safe and fosters trust in the school organization where they work so that it has a major impact on decreasing their turnover intention.

The results of testing the third hypothesis (H3) show that the higher the job embeddedness of non-civil servant junior high school teachers, the higher their organizational commitment. The results of this study have supported the results of previous studies conducted by Shehawy et al. (2018); Zainuddin and Noor (2019); Zhao et al. (2012); Ferreira and Coetzee (2014) and their research concluded that job embeddedness affects organizational commitment. The teacher's job embeddedness, both on everything that exists in the work environment (on the job) and in the community where they live (off the job), will certainly affect their organizational commitment. Organizational commitment of teachers arises because they already have a match, satisfaction, comfort and there is a good relationship with everything that exists in the work environment (on the job). Other things, such as the suitability of the teacher with the fit community and the ease with which the teacher can access the location between the place of residence and the workplace, can also be a big consideration for them to remain embedded and lead to commitment. The positive effect that

is felt by the teacher to remain embedded both in terms of (on the job) and (off the job) which affects organizational commitment, can lead to maximum performance to provide the best for the organization the teacher works for. In addition, the strong job embeddedness in the aspects of on the job and off the job owned by teachers is very meaningful, because there will be many things that must be sacrificed if they leave the organization where they work. The number of advantages that must be sacrificed in terms of material and psychological aspects is what makes teachers stay committed or it can be said that this is a form of organizational commitment continuance.

Furthermore, the results of testing the fourth hypothesis (H4) state that the higher the job embeddedness of non-civil servant junior high school teachers, the lower the teacher's turnover intention. As the results of this study corroborate the results of previous studies, that job embeddedness affects turnover intention (Zhao et al., 2012; Shehawy et al., 2018; Choi and Kim, 2015; Coetzer et al., 2019; Zainuddin and Noor, 2019). . When teachers feel valued, gain trust to advance the good name of the school and have good relationships with co-workers, this form of job embeddedness can be very meaningful for teachers which can affect their turnover intention. A well-built organizational link can form a strong emotional bond with the teacher and affectively the teacher feels happy, comfortable, and at home in the work environment so that the behavior of turnover intention is less likely to be higher. In addition, the establishment of good relations in the neighborhood (link community) can be a big consideration for teachers to remain attached to the workplace so that their turnover intention decreases. Another thing that results in the low turnover intention of teachers, because there is a possibility in other workplaces, they have to travel a longer distance from their current place of residence and this is a big consideration for job embeddedness in teachers.

The results of testing the fifth hypothesis (H5) show that the higher the organizational commitment of non-civil servant junior high school teachers, this can reduce their turnover intention. The results of this study have supported the results of previous studies which stated that there was a negative relationship between organizational commitment and turnover intention (Shehawy et al., 2018; Suifan et al., 2017; Kilani, 2017; Flint et al., 2013; June and Poon, 2012; Zainuddin and Noor, 2019; Zhao et al., 2012). The high organizational commitment of the teacher indicates that there is a positive affective that reflects the good relationship between the teacher and the organization. Organizational commitment creates a feeling of comfort for teachers in their work environment, this condition will certainly affect their performance. Teachers' organizational commitment also makes them realize that all the rules, values, norms, and policies that apply in the workplace are things that should be done. Serving, giving the best performance for the organization, is a very meaningful thing for teachers so that they will work more optimally to advance the good name of the school. This is what can make teachers survive and have no intention of leaving the organization. On the other hand, teachers with low organizational commitment will not be maximally involved in their work and consider work as a mandatory routine. In addition, low organizational commitment allows teachers to have affective feelings such as feeling uncomfortable, dissatisfied, and unhappy in the work environment which will ultimately lead to turnover intention.

3.2. Managerial Implications

The managerial implications of the dimensions of organizational justice, first, namely distributive justice, superiors must be punctual and fair in meeting the welfare of teachers such as rewards, salaries, allowances, and workloads, second, procedural justice, as superiors in making policy decisions must ensure that all teachers get the same treatment and decisions must be transparent, third, namely interactional justice, superiors must ensure that the policy decisions made must consider the rights of teachers. In addition, superiors must treat all teachers with equal treatment regarding decisions, policies set and every process must contain honesty and respect for the dignity of teachers. The justice is given by superiors, whether it is distributive, procedural, and interactional justice, is expected to increase teachers' organizational commitment and can also affect their turnover intention.

Then, for managerial implications that can be proposed further, namely by looking at the dimensions of job embeddedness. First, fit the organization, that is, superiors must create good, consistent, and coordinated organizational cultural values. Supervisors must provide a realistic picture of optimism to achieve goals so that teachers become more aware of what should be done to take small steps to achieve these goals. Both superior link organizations must build cohesiveness among teachers, this can be done by holding family gatherings to improve family relations and cohesiveness among co-workers. The three sacrifice organizations, in this case apart from the salary of superiors, can enforce policies such as a reward system for outstanding teachers, but it is important to ensure that the rewards obtained must be following the achievements produced. The reward system provided is expected to not only motivate teachers, a reward system that works well can be of added value for profitable teachers so that they become more committed and remain loyal to the organization.

IV. CONCLUSION

The results that can be concluded in this study are, first, there is a relationship between organizational justice and organizational commitment. Second, there is a relationship between organizational justice and turnover intention. Third, there is a relationship between job embeddedness and organizational commitment. Fourth, there is a relationship between job embeddedness and turnover intention. Finally, the fifth conclusion shows that there is a relationship between organizational commitment and turnover intention.

The limitations of the study refer to several weaknesses in this study. Some of the limitations contained in this study are that this study only discusses the variables of organizational justice, job embeddedness, organizational commitment, and turnover intention. In addition, this study only examines non-PNS permanent junior high school teachers with a junior high school area coverage and there is a possibility that respondents fill out a questionnaire based on the ideal conditions that are expected and not the actual conditions that are currently happening. In future research, it is suggested to add other variables that can influence organizational commitment and turnover intention, such as other variables that can be suggested, namely the organizational culture variable. Further research can expand the scope of the research.

DECLARATION OF CONFLICTING INTERESTS

The authors declared no potential conflicts of interest concerning the research, authorship, and/or publication of this article.

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