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Credo Organizational Culture and Organizational Commitment as Predictors Job Satisfaction and Intention to Leave

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Abstract

The individual's desire to leave the company and hunt for other employment opportunities is reflected by their intention to leave.

This study aims to determine the effect of credo organizational culture and organizational commitment on intention to leave with job satisfaction as a mediation variable at PT. Johnson & Johnson Indonesia, medical division.

This type of research is survey research using a quantitative approach. The study population was the employees of PT. Johnson & Johnson Indonesia, especially in the medical division, which amounted to 70 employees, while the total sample was 60 respondents who were taken using the Slovin formula. Data collection was carried out by means of a questionnaire. The data analysis technique used is structural equation modeling (SEM) with smart PLS (partial least square) software.

The results in this study indicate that: 1) credo organizational culture has a positive and significant effect on job satisfaction, 2) organizational commitment has a positive and significant effect on job satisfaction, 3) job satisfaction has a negative and un significant effect on intention to leave, (4) credo organizational Culture has a negative and significant effect on intention to leave, and (5) organizational commitment has a positive and significant effect on intention to leave. The findings of the study show that job satisfaction has no appreciable impact on departure intention. This shows that employees who stay with the company do so out of a strong commitment to the company rather than because they are happy with their work.

Keywords: credo organizational culture, intention to leave, job satisfaction, organizational commitment.

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I. INTRODUCTION

Alzubi (2018), stated that intention to leave is a trigger for turnover. This proves that before employees actually leaved the organization. Identification of the factors that affect the intention to leave is an important (Pinto et al., 2017). Reducing intention to leave can reduced turnover intention. Hariyonyoto et al. (2019), organizational culture can form organizational commitment. Sani and Soetjipto (2016) and Silaban and Syah, (2018), organizational culture and organizational commitment have a significant effect on intention to leave. Job satisfaction is also related to the intention to leave, according to (Gibson et al., 2012). This research is interested in discussing turnover because in reality, “our credo” values guide behavior in the organization. Our credo is the values that Johnson & Johnson Indonesia has and forms the basis for the behavior of its employees.

The reason this research was conducted was that the medical division employee turnover rate from 2018-2020 had increased.

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Table 1

Turnover Data for Medical Division of PT. Johnson & Johnson Indonesia Period Years 2018 – 2020

Year	Intension Turnover	% Intension Turnover	Number of Employees Medical devision
2018	12	15%	80
2019	18	20%	90
2020	20	23%	88

Source: PT. Johnson & Johnson Indonesia, 2020.

From Table 1 it can be seen that employee turnover from 2018-2020 continues to increase. This is a reason for researchers to conduct research on intention to leave. The novelty of this research is to include “our credo” as a factor affecting intention to leave, which has never been done in previous studies. Hettiararchchi and Jayarathna (2014). Research on turnover and its causes is an important issue from several disciplines such as psychology, sociology, economics and organizational behavior. Based on the above background, the purpose of this study is to determine the effect of: 1) credo organizational culture on job satisfaction, 2) organizational commitment to job satisfaction, 3) job satisfaction on intention to leave, 4) the culture of the credo organization towards intention to leave, and 5) organizational commitment to intention to leave.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Sani and Soetjipto (2016), explains that the turnover process starts from increasing employee dissatisfaction. This model shows that the cognitive stage begins when the individual starts thinking about quitting his job. This is because there is an expectation of a new job compared to the current job. If the new job opportunities are better than the intention to leave changes to turnover intention. According to Alzubi (2018), the turnover rate tends to be higher among young employees. This is because of the desire to experiment with work and get more compensation. Szczepańska and Kosiorek (2017), argued that the level of education has an effect on turnover. Research conducted by found that employee attachment to the company had a significant negative effect on turnover intention. Arshadi and Damiri (2013); Sari and Seniati (2020), stated that turnover rate is influenced by job satisfaction. Komari and Djafar (2013), states that a

strong corporate culture has a considerable influence on employee behavior and directly reduces turnover.

According to Jogaratnam (2017), organizational culture has a good impact on job satisfaction, and job satisfaction has a positive impact on organizational commitment. Intention to leave is influenced by organizational culture and job satisfaction. Intention to leave is negatively influenced by organizational commitment. Organizational culture is defined by Schlesinger (2017), as a system of shared meanings embraced by members of an organization. Organizational culture separates the organization from other organizations and reflects the members' collective perceptions. According to Hartnell et al. (2011), culture is a habit that is practiced by all or most of the people in an organization. Networked culture, mercenary culture, fragmented culture, and community culture are the four forms of culture identified Komari and Djafar (2013); and Schlesinger (2017). The link between sociability and solidarity determines the sort of organizational culture. Job satisfaction has a favorable effect on organizational commitment, but it has a negative and significant effect on intention to leave.

The values of "our credo" have shaped the credo organization's culture. Represents the belief or commitment of Johnson & Johnson (J&J) to the parties concerned. In 1943, Robert Wood Johnson II, son of J&J founder Robert Wood Johnson, wrote the credo for the first time. Our J&J credo is made up of the following elements: 1) commitment to customers and suppliers. Customers, including doctors, nurses, patients, and everyone who use J&J products or services, are valued. J&J is devoted to continue to produce high-quality items at reasonable costs. J&J is likewise committed to ensuring that J&J product suppliers and distributors make a reasonable profit. 2) Dedication to employees all throughout the world. J&J is committed to providing each employee with a fair and reasonable wage, a pleasant and safe working environment, and the ability to submit recommendations or complaints. 3) Commitment to society, particularly the people in and surrounding the J&J environment, as well as communities worldwide. J&J is dedicated to being a good citizen by providing adequate employment, donating a portion of profits to charity, and paying taxes. J&J also aims to improve public health and education while also assisting in the preservation of natural resources and the environment. 4) Shareholder commitment. J&J is dedicated to ensuring that the company it operates makes a reasonable profit. J&J also seeks to continue conducting research in order to develop new ideas or goods, as well as to purchase the most up-to-date buildings and equipment to support the company's operations.

Organizational commitment, according to Jogaratnam (2017), Hamid and Durmaz (2021) is the degree to which employees believe in and accept organizational goals, as well as their willingness to stay with the company. According to Alzubi (2018), organizational commitment and culture have a substantial impact on turnover intention. Employees can never be detached from cultural values as their direction in working and acting in the firm, according to Murunga and Karugu (2019). Employees will be more committed to the organization if the organization has a positive culture. The following is the research hypothesis, based on the given description:

H₁: credo organizational culture has an effect on job satisfaction.

Job satisfaction is a factor of organizational commitment, according to Aprillyani and Putra (2021). Organizational commitment and work satisfaction have a negative effect on turnover intention, according to Hariyonyoto et al. (2019). According to Wang et al. (2015), organizational commitment affects employee job satisfaction. A hypothesis based on the above description can be given as follows:

H₂: organizational commitment has an effect on job satisfaction.

Job satisfaction is the strongest variable connected to desire to leave, according to Altinoz et al. (2012) and Komari and Djafar (2013). According to Nazarudin et al. (2016), job satisfaction can lessen employees' desire to leave the organization. According to Ekhsan (2019), work satisfaction has a favorable impact on the intention to leave. Job satisfaction has a negative and significant effect on the intention to quit, according to (Erdil & Müceldili, 2014). Employees who are satisfied work well and are less likely to leave, according to Saputra et al. (2019). Job satisfaction influences intention to leave, according to Sari and Seniati (2020), and organizational commitment has a direct negative impact on intention to leave. A hypothesis based on the preceding description is:

H₃: job satisfaction has an effect on intention to leave.

According to Tahir et al. (2019) and Diez (2020), culture has a vital role in keeping personnel. A hypothesis based on the preceding description is:

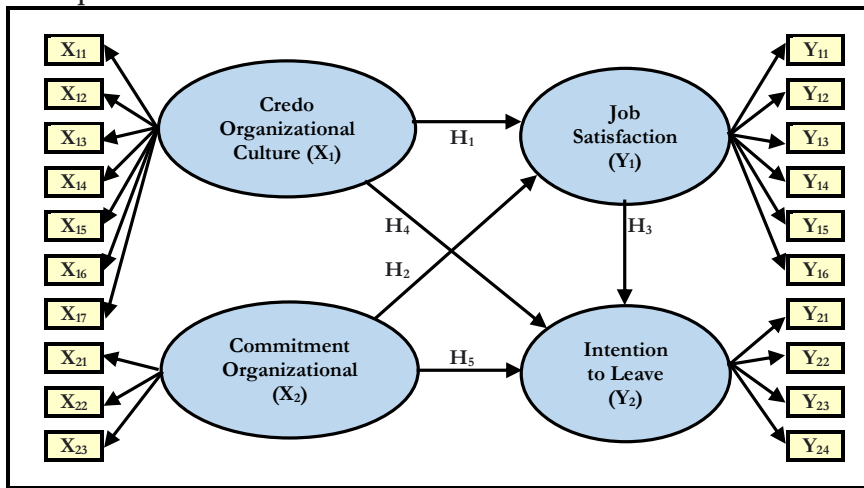
H₄: credo organizational culture has an effect on intention to leave.

This generally indicates an employee's commitment to the company's objective and goals, as well as their readiness to work hard to achieve them and their want to stay on board. Organizational commitment has a negative impact on turnover intention, according to (Vance, 2004; Bhatti et al., 2011; and Omar et al., 2012). The findings reveal that organizational commitment has a considerable negative impact on the intention to leave. The following is the hypothesis based on the preceding description:

H₅: organizational commitment has an effect on intention to leave.

The research hypothesis model is like Figure 1 below:

Figure 1
Conceptual Model



III. RESEARCH METHODOLOGY

A survey investigation using a quantitative methodology is what this type of study is. Questionnaire data was used to compile this report. All workers of PT. Johnson & Johnson Indonesia medical divisions in Indonesia, a total of 70 people, were included in the study. Data entering as much as 60 people. Primary data gathered using a questionnaire is the sort of study data. Structural equation modeling (SEM) using smart PLS (partial least square) software was used to analyze the data. Reflective is the link between latent variables and indicators.

The independent variable and the dependent variable were the research variables. Credo organizational culture and organizational commitment are independent variables. Credo's organizational culture is comprised of PT Johnson & Johnson's values and

beliefs, which serve as the foundation for the company's activities. The principles that exist in "our credo" are used to create the credo organizational culture indicator, which includes: 1) innovation and risk taking, 2) attention to detail, 3) result orientation, 4) people orientation, 5) team orientation, 6) aggressiveness, and 7) stability. The second independent variable is organizational commitment, which refers to an employee's desire to stay with the company and work hard to achieve its objectives. Hariyonyoto et al. (2019) defined organizational commitment as: 1) affective organizational commitment, 2) normative organizational commitment, and 3) continuity organizational commitment. An individual's attitude toward his employment, or a succession of joyful or negative feelings for an employee about his job, is a dependent variable as well as an intervening variable. According to (Maryati et al., 2019), the job contentment indicator includes: 1) satisfaction with compensation, 2) satisfaction with promotion, 3) satisfaction with coworkers, 4) satisfaction with supervisors, and 5) satisfaction with the work itself.

The next dependent variable in this study is intention to leave, which is the desire of an employee to leave the company. According to Pasewark and Viator (2006), the intention to leave signal includes: 1) frequently thinking about leaving work, 2) planning to leave work next year, 3) planning to stay in the firm, and 4) maybe not having a positive future if you continue to work at the company.

The likert scale technique was employed to measure the research variable measurement scale, which ranged from 1 to 5, with the following criteria: 1. strongly disagree, 2. disagree, 3. doubt, 4. agree, and 5. strongly agree.

IV. RESULTS AND DISCUSSIONS

4.1. Results

The PLS evaluation model is carried out by assessing the outer model and inner model. The outer model is used to measure the validity and reliability of the model, while the inner model is used to estimate the relationship between latent variables.

4.1.1. Outer model

Table 2

Validity Test (Convergent Validity)

	Original Sample Estimate	Mean of Sub Samples	Standard Deviation	T-Statistic
Credo Organizational Culture (X₁):				
X _{1.1}	0.884	0.870	0.071	12.454
X _{1.2}	0.792	0.782	0.097	8.192
X _{1.3}	0.871	0.865	0.067	13.059
X _{1.4}	0.853	0.850	0.054	15.847
X _{1.5}	0.906	0.902	0.041	21.837
X _{1.6}	0.830	0.822	0.068	12.172
X _{1.7}	0.754	0.741	0.095	7.909
Organizational Commitment (X₂):				
X _{2.1}	0.784	0.778	0.061	12.913
X _{2.2}	0.948	0.947	0.017	57.356
X _{2.3}	0.811	0.813	0.040	20.105
Job Satisfaction (Y₁):				
Z _{.1}	0.797	0.789	0.066	12.035
Z _{.2}	0.787	0.786	0.046	16.982
Z _{.3}	0.831	0.830	0.041	20.283
Z _{.4}	0.788	0.781	0.064	12.304
Z _{.5}	0.851	0.848	0.041	20.877

To be continued from Table 2

	Original Sample Estimate	Mean of Sub Samples	Standard Deviation	T-Statistic
Intention to Leave (Y₂):				
Y ₁	0.917	0.917	0.033	27.805
Y ₂	0.957	0.957	0.016	60.603
Y ₄	0.898	0.896	0.035	25.623

Source: primary data processed in 2021.

Based on the test in Table 2, the results show that all measurement items in each variable are declared valid as a construct measuring tool, because the convergent validity values are all above 0.5.

Table 3

Average Variance Extracted (AVE) Value

Variables	Average Variance Extracted (AVE)
Credo Organizational Culture (X ₁)	0.710
Organizational Commitment (X ₂)	0.723
Job Satisfaction (Y ₁)	0.658
Intention to Leave (Y ₂)	0.854

Source: primary data processed in 2021.

AVE value > 0.5. This means that all construct variables are declared reliable.

Table 4

Composite Reliability

Variables	Composite Reliability
Credo Organizational Culture (X ₁)	0.945
Organizational Commitment (X ₂)	0.886
Job Satisfaction (Y ₁)	0.906
Intention to Leave (Y ₂)	0.946

Source: primary data processed in 2021.

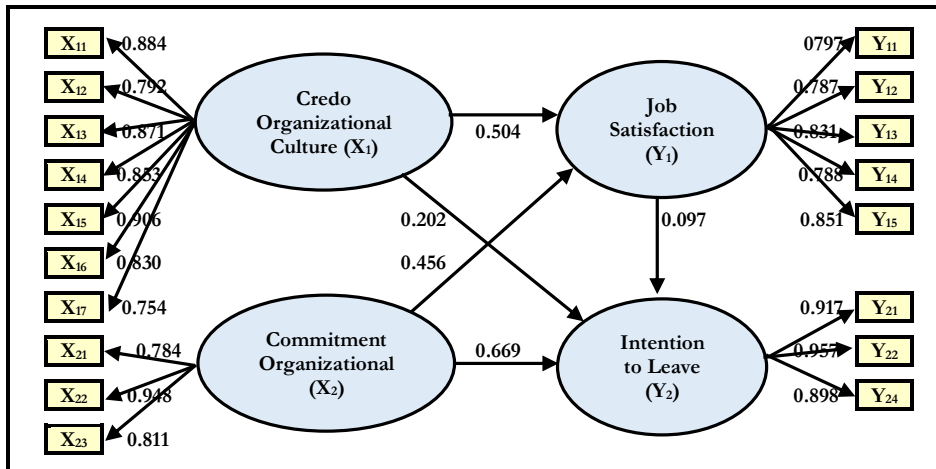
Based on Table 4, all constructs studied meet the criteria for composite reliability, namely > 0.60 so that each construct can be positioned as a research variable.

4.1.2. Inner model test

The Inner model test is used to determine the effect between latent variables as hypothesized in the study, based on the PLS output:

Figure 2

Inner Model Test



Source: primary data processed in 2021.

Figure 2 shows that job satisfaction is influenced by credo organizational culture and organizational commitment while intention to leave is influenced by credo organizational culture, organizational commitment, and job satisfaction which is shown in the following equation:

$$Y_1 = 0.504 X_1 + 0.456 X_2$$

$$Y_2 = 0.202 X_1 - 0.669 X_2 - 0.097 Y_1$$

Based on the results of the R^2 value, it is known that the independent variables credo organizational culture and organizational commitment that affect the job satisfaction variable in the structural model have a R^2 value of 0.786 which indicates that the model is strong. Meanwhile, the credo organizational culture, organizational commitment and job satisfaction variables that affect the intention to leave variable in the structural model have an R^2 value of 0.380 which also indicates that the model is weak.

4.2. Discussion

4.2.1. The effect of credo organizational culture on job satisfaction

The hypothesis of the effect of credo organizational culture on job satisfaction is accepted, because the t-statistical value is 6,567, which means it is greater than the t-value of > 1.96 (significance level= 5%), which means that employee job satisfaction can be formed with a high credo organizational culture. This means that the hypothesis of credo organizational culture has an effect on Job Satisfaction, it is declared accepted. This indicates that the credo organizational culture can influence the level of job satisfaction. The findings of this research back up Hartnell et al. (2011); Zahari and Shurbagi (2012); Komari and Djafar (2013); Alvi et al. (2014); Belias and Koustelios (2014); Habib et al. (2014); Belias et al. (2015); Putriana et al. (2015); Tong et al. (2013); Jogaratnam (2017); Qazi et al. (2017); and Kim (2020) who claims that corporate culture has a favorable impact on work satisfaction. Sharma (2017), there are many employees who are satisfied with their work, but they do not like the many bureaucratic organizations where they work, or technicians who are not satisfied with their work, but still carry out the company's vision. However, the result of this study are different from (Nebojša et al., 2018) which states that organizational culture does not impact the job satisfaction.

4.2.2. The effect of organizational commitment on job satisfaction

The hypothesis of the effect of organizational commitment on job satisfaction in employees is accepted. This is because the statistical t-value is 5,971 which means it is greater than the t-value of > 1.96 (significance level= 5%), which means that job satisfaction can be formed with high organizational commitment. This then means that organizational commitment has an important role in increasing job satisfaction, thus indicating that higher organizational commitment will also increase job satisfaction. Establishing job satisfaction needs to build employee organizational commitment. Sani and Soetjipto, (2016), although job satisfaction itself is important, perhaps the determining factor is the effect of job satisfaction on organizational commitment. Adekola (2012); Komari and Djafar (2013); and Sani and Soetjipto, (2016), states that satisfaction is related to employee attitudes towards work, and commitment is related to the organizational level, but a strong relationship between job satisfaction and organizational commitment has been known for many years.

4.2.3. The effect of job satisfaction on intention to leave

Job satisfaction has a negative and insignificant effect on intention to leave. This is because the t-statistical value is 0.435, which means it is smaller than the t-value of 1.96

(significance level= 5%), which means that the employee's intention to leave is not influenced by the level of job satisfaction.

The results of hypothesis testing proved that the third hypothesis was not accepted. Although the results proved to have no significant effect, this could be an understanding for PT. Johnson & Johnson Indonesia in the medical division that reducing employee intention to leave is not caused by job satisfaction.

The findings of this study support Ramoo et al. (2013); Wilson (2015); and Damar et al. (2017), that job satisfaction has a positive effect on intention to leave. This finding also does not support the research results of (Sani & Soetjipto, 2016), states that job satisfaction has a negative and significant effect on intention to leave. This indicates that employees who feel at home in the organization are not necessarily due to employee satisfaction, it could be due to other factors such as commitment or good morale that employees have.

4.2.4. The effect of credo organizational culture on intention to leave

The hypothesis of the effect of credo organizational culture on intention to leave is accepted, because the t-statistical value is 1.210 which means it is smaller than the t-value of 1.96 (significance level= 5%), which means that intention to leave cannot necessarily be influenced by credo organizational culture the good one. The findings of this study are not in line with the findings of Omar et al. (2012), study which shows that organizational culture has a negative effect on intention to leave. The values contained in our credo are one reason to see further whether organizational culture will affect the level of desire of employees to leave or move to another company. This also supports the opinion of Komari and Djafar (2013) that unanimity on goals will form attachment, loyalty, and organizational commitment, this condition will further reduce the tendency of employees to leave the organization. Hong and Kaur (2008) and Widodo et al. (2021), organizational climate has a significant association with employees' intention to leave.

4.2.5. The effect of organizational commitment on intention to leave

The hypothesis of the effect of organizational commitment on intention to leave is accepted. This is because the statistical t-value is 3.868 which means it is greater than the t-value of 1.96 (significance level= 5%), which means that the intention to leave can be influenced by organizational commitment. This indicates that organizational commitment has an important role in influencing the level of intention to leave. The higher the organizational commitment, the smaller the intention to leave.

The results of this study confirm Omar et al. (2012), that organizational commitment has a significant effect on desire to leave. Jonathan et al. (2013); Yildirim et al. (2015); Al Momani (2017); Alzubi (2018); and Soleman et al. (2020), organizational commitment has a negative and significant effect on intention to leave. Ratnasari (2021), organizational commitment has a negative and significant effect on intention to leave.

Organizational members who are committed to their organization may develop a more positive outlook on the organization and happily without being forced to spend extra energy for the benefit of the organization (Bhatti et al., 2011).

V. CONCLUSION, SUGGESTIONS AND LIMITATION

5.1. Conclusion

The conclusions of this study are: 1) credo organizational culture has a significant positive effect on job satisfaction; 2) organizational commitment has a significant positive effect on job satisfaction; 3) job satisfaction has no significant negative effect on intention to leave; 4) credo organizational culture has a significant positive effect on intention to leave; and 5) organizational commitment has a significant negative effect on intention to

leave. The results also show that organizational commitment is a variable that has a dominant effect on intention to leave and credo organizational culture has a dominant influence on job satisfaction.

The research show that increasing organizational commitment, especially on the moral dimension based on responsibility for the organization, will reduce the intention to leave. The findings of the study indicate that job satisfaction has no significant effect on intention to leave. This indicates that employees who stay in the organization are not because they are satisfied with their work, but because they are highly committed to the organization.

5.2. Suggestion

Organizations should strengthen organizational commitment to their employees to reduce intention turnover because they have the most influence on it.

5.3. Limitations

This study does not examine the influence of credo organizational culture on organizational commitment, for further research it can be done because it could be that high organizational commitment is caused by a well-functioning organizational culture.

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