

THE EFFECT OF ORGANIZATIONAL JUSTICE AND LEADER-MEMBER RELATION ON JOB SATISFACTION AND NURSES TURNOVER INTENTIONS WITH PERCEIVED EASE OF MOVEMENT AS MODERATOR

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Abstract—Nurses have a big role in the success of patient's care and the survival of a hospital. The nurses' adequacy in number and quality needs to be maintained. The purpose of this research is to analyze the influence of organizational justice and leader-member relation on job satisfaction and turnover intentions. It also explains about the role of perceived ease of movement in the relationship between job satisfaction and turnover intentions. This research was conducted by using a survey disbursed to its population of 391 nurses from 13 hospitals under D classification. The calculated sample were 245 nurses. It applied a sampling technique with a proportionate simple random sampling. Data was collected through list of questions and analyzed by using Structural Equation Method by applying the Amos Program. The analysis result reveals that organizational justice directly affects the turnover intentions and influences indirectly through job satisfaction. While, leader-member relation directly affects the turnover intentions and indirectly leads job satisfactions. Meanwhile, the perceived ease of movement strengthens job satisfaction in influencing the turnover intentions. The results of the study are expected to be one of considerations for hospital management to improve the nurse's job satisfaction in an effort to reduce the nurse's turnover intentions.

Keywords—Organizational justice, Leader-member relation, Perceived ease of movement, Job satisfaction, Turnover intentions.

I. INTRODUCTION

The nurse is one of the health care workers who has a contribution in improving the nation's health status. The increasing population demands the increasing need of nurses. The nurses' recruitment in government hospital raises the nurses' turnover at some private hospitals under D classification. The decreasing number of nurses will reduce the quality of care received by patients, while the adequacy of nurses needs to be maintained. The number of nurses is indirectly related to hospital occupancy rates and ultimately affects the sustainability of a hospital. Besides, the increased costs are associated with the nurses' recruitment, training, changes in group cohesion, and loss of tacit knowledge. Gillies (1994) recommends a normal nurse turnover rate is 5-10% per year, thus, over 10% turnover rate per year is considered as high.

In a preliminary study, nurses assume that there is an inequality in payroll, shares of income from shift work, employment rules, which give the perception if nurses are treated unfairly by the hospital management. This leads to low level of organizational justice. Low levels of organizational justice are likely to reduce the job satisfaction among nurses and ultimately increase their turnover intentions. Supervisors are considered as the representatives of hospital. Supervisors provide assignments, guidance, direction, motivation, awards, and reprimands in the implementation of daily nurse work. While, Leader member exchange (LMX) states that supervisors treat their subordinates differently between each other. Subordinates with high-quality relationships are likely to have better job satisfaction. In the end, it decreases the turnover intentions. An empirical research shows that a low level of job satisfaction will increase the nurse's turnover intentions (Shields & Ward, 2001; Tzeng, 2002; De

Geiter, 2011; Osuji *et al.*, 2014; Abu Raddaha *et al.*, 2012). However, a meta-analysis research by Carsten and Spector (1987) showed that a high unemployment will result in a weak relationship between job satisfaction and turnover. The different results of research are likely due to moderator variables that affect the relationship between job satisfaction and turnover. If associated with an increased turnover at a private hospital during the nurses' recruitment time in some government hospitals, there is the possibility that the perceived ease of movement has an influence in the relationship of job satisfaction and turnover.

This study is intended to examine the role of perceived ease of movement as a theoretical generalization of March and Simon's organizational equilibrium theory, especially in the statement when every participant will continue its participation in the organization as long as the offered inducement is equal or greater than the demanded contribution (March and Simon, 1993). Nurses argue that government hospitals can provide better salaries, benefits and pensions than a D classified private hospital management.

II. LITERATURE REVIEW

Organizational justice is defined as an individual's perception and reactions of fairness in organization. It studies about people's perception of fairness in organization (Greenberg & Baron, P.43). Organizational justice is based on an equity theory built by social exchange and social comparison. Social exchange is the notion that a person sees himself involved exchange relationship with the other party. Nurses as part of the organization seek to improve the perception of the "fairness" from the system of rewards given by organization. They compare the input in the exchange relationship, such as effort, experience, education levels and loyalty to the received, for example, salaries, recognition or promotion. While, social comparison refers to the tendency of someone who will compare themselves with others in the form of their exchange or their treatment. If nurses feel the results of the comparison between input and outcome are considered equal to the other person within the organization, then the nurses consider that justice has been served.

Moreover, perceptions of justice will affect job satisfaction. Nurses who feel that there is a low level of organizational justice will have low job satisfaction to turnover intentions to get new jobs that can provide better organizational justice and better job satisfaction. Al-Zu'bi (2010) suggested that organizational justice improves the job satisfaction of employees. While, Usmani and Jamal (2013) examined the dimensions of organizational justice that affect job satisfaction, they are distributive justice, interactional justice, and temporal justice. Furthermore, Iqbal (2013) stated that procedural justice and interactional justice have a positive relationship with job satisfaction. As Lotfi and

Pour (2013) explained that procedural justice can predict job satisfaction, Hassan and Hashim (2011) also argued that it contributes most to job satisfaction and turnover intentions. Thomas and Nagalingappa (2012) also underlined that procedural justice both positively and moderately to payroll satisfaction, and negatively to turnover intentions.

On the contrary, interactional justice has the biggest negative effect on turnover intentions. Owolobi (2012) showed that organizational justice influences the turnover intentions of health employees in Nigeria. The study showed that there are the highest injustice and turnover intentions among health workers which lead to the hypothesis of this study:

H₁: Organizational justice has a positive effect on job satisfaction of nurses.

H₃: Organizational justice has a negative effect on turnover intentions of nurses.

The contingency theory of Fred Fiedler states that group performance depends on the compatibility between leadership style and situational control. The leadership style is assumed as something which will not change, meanwhile, a situational control is considered to influence the leader's actions. Fiedler measured situational control with leader-member relations, task structure, and position power. The most important component of situational control is leader-member relation. Leader-member relation is a degree of confidence, trust and respect from a member towards their leader and it is an extent in which leaders get support from the working group members.

Leader-member relations are measured through leader member exchange (LMX). An exchange between nurses and supervisors will affect the job satisfaction for both of them. Supervisors treats their subordinates differently. Supervisor classifies subordinates in two groups, they are "in-group" and "out-group". In-group subordinates have high-quality relationships with their supervisors. Subordinates and supervisors highly experience trust, support, respect and confident to each other. Supervisors provide meaningful feedback, delegate decision-making and authority to his subordinates. Each party in the exchange relationship contributes to the welfare of the other party by expecting a return. Shacklock *et.al.* (2012) reveals that supervisor relationships with subordinates affect nurse job satisfaction which is in line with Stringer (2006) who states that high-quality relationships between supervisors and subordinates have a positive effect on the level of job satisfaction of their subordinates. Particularly, Monahan (2013) showed that the exchange between leaders and subordinates affect job satisfaction. Increasing exchange between supervisors and subordinates will increase the fulfillment of subordinates' extrinsic needs. Subordinate extrinsic needs include compensation, benefits, the need for relationships,

opportunities, respect and recognition. While, Firth (2004) argued that emotional support from supervisors affects job satisfaction, decreases turnover intentions and turnover. Subordinates who have a poor relationship and exchange with their supervisor will have the urge to leave the organization.

Furthermore, turnover intentions are defined as the intention of the nurses to change jobs or voluntarily change the workplace at their own choice. It leads to the next hypothesis:

- H₂: Leader-member relations have a positive effect on job satisfaction of nurses
- H₄: Leader-member relations have a negative effect on turnover intentions of nurses.

Job satisfaction is described as a level of pleasure as a positive assessment on work and the working environment. In this study, job satisfaction is when nurses feel the satisfaction with a particular working facet. Nurses who have a positive assessment of working environment is likely to have a low turnover intention. The study of Shields and Ward (2001) indicated that job satisfaction is the main determinant of nurse turnover intentions. Job satisfaction of nurses are low due to the shift work schemes which are unfavorable, unfair assessed, and unpaid overtime. While, Tzeng (2002) found that the general job satisfaction of nurses in Taiwan predicts turnover intentions. Job satisfaction aspects that affect nurses' turnover intentions are working challenges, salary and promotion, and direct working environment. Consistently, Gieter *et al.* (2011) and Abu Raddaha *et al.* (2012) also reported that job satisfaction affects the turnover intentions of nurses.

Meanwhile, Osuji *et al.* (2014) showed a nurse at a young age has a greater tendency to shift work than seniors. The working period has a negative influence on turnover intentions. Professional development opportunities and supervisor's support have a positive influence on job satisfaction, career satisfaction, and organizational commitment. However, these have negative effect on the turnover intentions.

Hellman (1997) conducted a meta-analysis research and the results showed that job satisfaction is related to turnover intentions. These relationships are negative, it means that the higher job satisfaction, the lower turnover intentions. Aligned with Hellman, Carsten and Spector (1987) also studied on a meta-analysis to determine the correlation between job satisfaction and turnover from various studies and the unemployment rates during a certain of time. When there are many job offered, job satisfaction becomes prominent and the center of considerations in turnover decisions. When job offers are only a few, there are other considerations taken, such as levels of salary, job security and future possibility of work.

Moreover, Gardulf *et al.* (2005) presented the dissatisfaction with salary or income, psychological reasons and stressful work, limitations in professional careers are the causes of nurses' turnover intentions. Nurses' turnover intentions will decrease if there is an opportunity to discuss performance with the supervisor. Additionally, Kankaanranta and Risanen (2008) examined the wage factor, work, job satisfaction, work place associated with nurses' turnover intentions. Statistically, wage and share of income from shift work are negatively and significantly associated with turnover intentions. Monotonous work and excessive tasks cause job dissatisfaction and increase the turnover intentions. This leads to the following hypothesis:

- H₅: Job satisfaction has a negative effect on nurses' turnover intentions.

Organizational equilibrium is a sustainable condition of an organization. A successful organization can balance between inducement and contributions from organizational participants. This equilibrium reflects the success of organization in providing payment to the eligible participants to motivate them to continue their participation. This equilibrium is influenced by two factors, they are perceived desirability and perceived ease of movement. Perceived desirability is defined as the desire to leave the organization or the possibility of intra-organizational transfer which is a function of job satisfaction. Employees with a high level of job satisfaction has less possibility of leaving the organization. When job satisfaction is low, employees also consider the intra-organizational transfer. Perceived ease of movement also affects the inducement-contribution balance. Perceived ease of movement is an individual's perception and ability to see the attractiveness and the availability of alternative jobs, to move to another job and do an individual mobility which based on individual abilities (Larson & Fukami, 1985; De Cuyper *et al.*, 2011). The more attractive alternative jobs is, the higher the level of perceived ease of movement.

Moreover, employees who do not have any desire to leave the organization makes the perceived ease of movement becomes not important for them. When a person has low job satisfaction and has the desire to leave his organization, but thinks there is no any interesting alternative job and the possibility of leaving the organization is small, then the individual decides to stay in the organization to continue his participation. Trevor (2011) focused on the general job availability and individual attributes as the determinants of actual ease of movement in the job market by using the original framework of turnover from March and Simon which characterizes the actual ease of movement as a function of individual attributes and general economic conditions. The findings showed that when the three indicators of movement capital; like education,

cognitive ability; occupational specific training are high; thus, job satisfaction has a low influence. Larson and Fukami (1986) showed that perceived ease of movement is significantly associated with the excused absenteeism, but it is not related to unexcused absenteeism. Furthermore, Koslowsky *et al.* (2012) argued that perceived ease of movement and sector affiliation moderate the relationship between career commitment and turnover intentions.

Anderson and Milkovich (1980) initiated an effort in operationalization of March and Simon's models on propensity to leave. The results strongly support the model in which business activities, alternative extra organizational, and personal characteristics reflect the visibility of job market and all are related significantly to the perceived ease of movement. Voluntary turnover is influenced by unemployment rate and perceived ease of movement, while job satisfaction influences voluntary turnover indirectly through intention to stay or intention to leave (Gerhart, 1990). De Cuyper *et al.* (2011) stated that perceived employability shared a conceptual basis with perceived ease of movement. As perceived ease of movement is the perceived ability to move to other jobs and individual mobility, Postuma *et al.* (2005) show that job satisfaction and perceived ease of movement predict turnover intentions in America and Mexico. It leads to the last hypothesis:

H_6 : Perceived ease of movement strengthens job satisfaction's influence on turnover intentions of nurses.

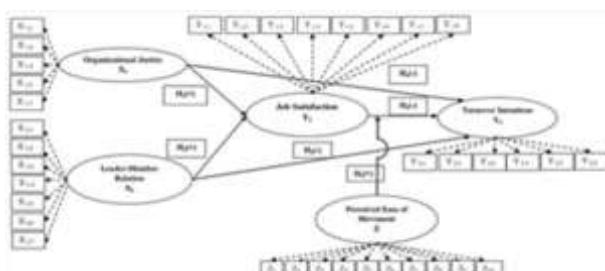


Fig 1. Research Model

III. METHODS

The population in this study was nurses from 13 D classification hospitals. The population was 391 with 245 nurses as the samples. The sampling technique was a proportionate simple random sampling, samples were taken according to the percentage of nurses in each hospital. The measurement scale used was 5 Likert scales. Organizational justice measured with: (1) Procedural justice reflected the perceived fairness of decision-making processes. It was measured through voice, correct-ability, consistency, bias suppression, representativeness, accuracy rules (Colquitt, Leppine & Wesson, 2013); (2) Informational justice reflected the perceived fairness of the communications provided to employees from authorities. It was measured through justification rule

and Truthfulness rule (Colquitt, Leppine & Wesson, 2013); (3) Temporal justice related to fairness in the distribution of time. It was determined by the sufficient time for family, friends, time to exercise, do hobbies, and enough time to sleep, work time that does not interfere with personal time, and work does not exceed working hours (Usmani & Jamal, 2013); (4) Distributive justice exhibited the perceived fairness of decision-making result. It was estimated by asking question whether the decision result about the received salary, reward, evaluation, promotion, job assignment is allocated with appropriate norms (Colquitt, Leppine & Wesson, 2013); (5) Interpersonal justice presented the perceived fairness of the treatment received by employees from hospital management. It was calculated by respect rule and propriety rule (Colquitt, Leppine & Wesson, 2013).

The measurement of leader-member relation are trust, support, respect, and confident. The measurement applied from development of 7-item uni-dimensional scale from Graen and Uhl-Bien (1995). The measurement of perceived ease of movement used the visibility of alternatives (Meni Koslowsky, 2012; Larson & Fukami, 1985); education as individual movement capital; occupational specific training as individual movement capital (Charlie O. Trevor, 2001); the time needed to get the desired alternative job (Larson & Fukami, 1985); ability to leave organization; individual's ability (De Cuyper *et al.*, 2011); business activity (Anderson & Milkovich, 1980); availability of jobs; individual visibility (March & Simon, 1993); and ease of obtaining alternative employment (Gerhart, 1990).

The calculation in job satisfaction applied the instruments from Tzeng (2002), they were indirect working environment; direct working environment; salary and promotion; interaction with patient; working atmosphere; self-growth; family support; challenge in work. The measurement of turnover intentions utilized: desire to stop work; information search; decreasing work morale; career advancement; differences views between nurses and organizations about working as a nurse; the desire to work in another place.

According to Ghazali (2017; 240), the Pink's method (1995) is the easiest method which can estimate the moderating effect on the complex SEM. Pink stated a single indicator should be used as an indicator of moderating variable. The single indicator is the multiplication of indicators from the exogenous latent variable with the moderator variable indicator. To run the Moderated SEM (MSEM) method, there were two stages need to be done. The first step was estimating without entering an interaction variable, so that it only estimated the model with two exogenous variables used to predict endogenous variables. The output of this model is used to calculate the loading factor from latent value of interaction (interaction λ) and the error variance value from interaction latent

variable indicator. In the second stage, the interaction λ value and the error variance value of interaction latent variable indicator were entered into the model with the interaction latent variable. The results of manual calculation of the interaction loading factor was used to determine the parameter value of the loading interaction value. While, the manual results of the calculation of the error variance of the interaction variable are used to determine the interaction variance error variable.

IV. RESULTS AND DISCUSSION

The result on validity test show that the loading factor on five organizational justice's indicators were statistically significant in measuring organizational justice. Organizational justice indicator's loading factor are: procedural justice 0,848; informational justice 0.853; temporal justice 0.597; distributive justice 0.757; international justice 0.569. loading values of organizational justice indicators greater than 0.5 and probability lower than 0.05, then there are five indicators can be used to measure organizational justice.

Loading factor of leader-member relation's indicators are: trust 0.713; support 0.850; respect 0.820; confident 0,543. Loading factors values more than 0.5, it's means trust, support, respect, and confident can be used to measure leader-member indicators.

Validity test on perceived ease of movement shows all indicators can be used to measured perceived ease of movement. The indicators are: the visibility of alternative 0.584; education as individual movement capital 0.672; occupational specific training as individual movement capital 0.614; the time needed to get the desired alternative job 0.693; ability to leave organization 0.537; Individuals ability 0.683; bussiness activity 0.505; availability of jobs 0.752; individuals 's visibility 0.623; ease obtaining alternative employment 0,652.

Job satisfaction is an exogenous latent variable that is measured by eight indicators. The result of job satisfaction's validity test are: indirect working environment 0.640; direct working environment 0.765; salary and Promotion 0.725; interaction with patient 0.516; working athmosphere 0.668; self-growth 0.600; family support 0,837; challenge in work 0,608. Loading values of job satisfaction more than 0.5, so all indicators can be used to measure job satisfaction.

The loading factors score of turnover intentions indicators are: desire to stop work 0.811; Information search 0.873; decreasing work morale 0.664; career advancement 0,820; differences views 0.745; Desire to work in another place 0,825. The loading factor value of six indicators more than 0.5, so that can be used to turnover intentions.

In this study, the reliability calculation using a composite (construct) reliability with a cut-off value of at least 0.7. Reliability test results on the latent variables are presented in the following table:

TABLE 1. RESULT OF RELIABILITY TEST

Variables	CR
Organizational Justice	0.851
Leader-member Relation	0.826
Perceived Ease of Movement	0.876
Job Satisfaction	0.869
Turnover intentions	0.915

The result of reliability test shows all latent variables have CR score above the cut off value of 0.7. So that, organizational justice, leader-member relation, perceived ease of movement, job satisfaction, and turnover intentions can be said to be reliable.

The results of data analysis show that all hypothesis have been proved. The result of data analysis can be seen in the Table 2.

TABLE 2. RESULT OF PATH COEFFICIENT TEST WITH MODERATOR VARIABLE

Variables	Coefficient	C.R.	Prob.	Explanation
Organizational Justice → Job Satisfaction	.311	3.760	0.000	Significant
Leader-Member Relation → Job Satisfaction	.459	4.806	0.000	Significant
Organizational Justice → Turnover Intentions	-.225	-1.965	0.049	Significant
Leader-Member Relations → Turnover Intentions	-.359	-2.937	0.003	Significant
Job Satisfaction → Turnover Intentions	-.173	-1.963	0.050	Significant
Perceived Ease of Movement → Turnover Intentions	.291	3.031	0.002	Significant
Interaction Perceived Ease of Movement and Job Satisfaction	.058	2.621	0.009	Significant

Organizational justice has a positive effect on job satisfaction. Efforts are needed to increase the level of organizational justice. The duty of nurses is related to health services that affect the community, thus, a fast and appropriate working procedures are needed. Ineffective work procedures need to be corrected. Nurse participation in improving working procedures makes nurses have an influence on working output as well as affirming the nurses' status as part of a valued group member. The decision-making process uses the right information, neutral and objective procedures provides the right rules for nurses. Nurses feel treated fairly if the hospital management gives explanation regarding the decision-making procedure and the results. The absence of any explanation will trigger dissatisfaction resulting in greater problems. People generally share their time to work, meet the demands for household and family, personal time, and to socialize. If nurses spend a lot of time working or late sitting, then they do not have enough time to meet other needs. The temporal justice dimension arises from the fact that employees want to spend time with

their families. They create long-term relationships and commitment for this. Nurses have 3 shifts of working hours. At the beginning of each month, the work schedule plan for the nurses has been made, but the implementation is not the same as the plan. The reason is the exchange of work schedules between nurses. The majority of nurses are women. In general, women get more burden on household management, thus, they choose work schedules during the day as demanded by their household. Most likely nurses who are still single get more night shifts than married nurses. The attendance report shows the existence of late sittings. The existence of late sitting indicates time injustice for nurses. The injustice feeling is often associated with a lack of adequate communication, the absence of trust and respect which can create the perception that someone is not treated truthfully and fairly. Interpersonal injustice is very destructive, because people more clearly remember unfair behavior than fair behavior. Despite the positive interaction are more common than negative interactions, but the influence of negative interactions has a stronger influence on a person's mood.

Leader-member relations have a positive effect on job satisfaction. An exchange between leaders and members is part of the withdrawal process. Group members tend to stay in the organization when they are actively involved in exchanging support, resources, extra effort and favor their leaders. Group members who have high exchange quality express that leaders communicate the performance of subordinates in detail, any personal and work problems, and discuss the effectiveness of members. Leaders provide assistance to subordinates in carrying out difficult tasks. As a return, leaders expect help and personal support from subordinates. The leader depends on the members of working group to fulfill their objectives. The influence of leaders also depends on the acceptance of followers; therefore, leader-member relations is an important variable in determining situational control variables. Supervision in the context of nursing is a process of providing support activities for resources needed by nurses in order to complete tasks. In improving the effectiveness of the work, the process of supervision will improve the knowledge and skills of subordinates.

On the contrary, organizational Justice has a negative and significant effect on Turnover Intention. Nurses who feel fair treatment from the hospital management will have a low intention to leave the hospital. Equity theory explains the nurses' motivation to get justice in social exchange. Nurses who feel that other nurses with the same input get more output will feel unfairly treated. It encourages them to improve the balance by increasing the intention to leave the workplace to look for better offers. Equity theory is also the basis for explaining the nurse's feelings and reactions to the reward system provided by the hospital

management. Nurses who get rewarded according to their performance will see this as fair. Nurses who feel negative inequity provide tangible responses such as arriving late, low performance, frequent absenteeism, commotion at work, and even turnover. Moreover, nurses argue that the share of income from shift work is not appropriately compatible with the equity norm. It is because they assume that nurses as the biggest input provider in nursing care should get the most proportion. Consequently, they consider the percentage share of income from shift work to decide whether to stay or leave the hospital where they work.

Moreover, leader-member relation has a negative and significant effect on the turnover intentions. An exchange between nurses and supervisors takes time to develop. At the initial stage, they feel alienated from each other who then have an interdependent role in work. Interaction exists based on formal interactions. Exchange between them is characterized as an economic exchange. The next stage is social exchange oriented career. This dyadic relationship experiences the stage of getting to know each other. They begin to share information and greater resources. Relationship continues to grow in the "mature partnership" stage. When supervisors and nurses have good exchange rates, they are likely to have a longer period of mutual relations. They can rely on each other to get loyalty and support. This exchange also develops emotionally. At this stage, mutual respect, trust and obligation are formed. The relationship between nurses and supervisors at this stage has high quality. Every dyadic relationship goes through stages that vary in time. In some dyadic relationships, it may take long time in the initial stages, thus, the relationship is really only contractual and has very limited interactions. Meanwhile, a social exchange is less meaningful. A new nurse has this kind of relationship with her supervisor. It takes time to develop the relationship to a high-quality stage, but sometimes, it hasn't arrived at that stage when nurses decide to leave the hospital where she works.

While, job satisfaction also negatively affects turnover intentions. Nurses with high job satisfaction levels are productive nurses. Job satisfaction is an affective and emotional response to various aspects of the job. Job satisfaction also involves moods and emotions, because job satisfaction also reflects what someone thinks and feels about his or her job. Nurses with high job satisfaction experience positive feelings when thinking about assignments and become part of task activities. Nurses will feel satisfied with their work when the work provides value that they consider valuable. The results of this study indicate that family support is the biggest consideration for nurses in continuing to work. If family support is low because they expect nurses to work in hospitals that are considered more visible, then as a result, the nurses' job satisfaction is low.

Lastly, perceived ease of movement strengthens job satisfaction in influencing turnover intentions. Job satisfaction has a big negative effect when there is a lot of work offered. Turnover intention is not only a function of ability to move but also because of desire to move. Turnover intention is driven by the low job satisfaction of nurses. If associated with a balance between inducement and contribution, nurses who feel the inducement from organization is greater than their contribution will feel high job satisfaction, thus, turnover intention is low.

V.CONCLUSION

From this study, it concludes that organizational justice and leader-member relation have a positive effect on job satisfaction. While, organizational justice and leader-member relation have negative effect on turnover intentions, job satisfaction has a negative effect on the turnover intentions. Perceived ease of movement strengthens job satisfaction's influence on turnover intentions of nurses. The increasing organizational justice and leader-member relations will increase the job satisfaction of nurses, and ultimately will reduce their turnover intentions. Finally, nurses with low job satisfaction and high perceived ease of movement will have a great desire to leave the hospital where they work.

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