

LINK BETWEEN JUSTICE PERCEPTIONS, JOB SATISFACTION, AFFECTIVE COMMITMENT, AND TURNOVER INTENT: A SURVEY FROM PRIVATE HOSPITALS IN INDONESIA

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ABSTRACT

The relationships among perceptions, attitudes, and behavioral intentions have been interesting topic in organizational behavior research. The relationship can be view as a psychological stage. This study aimed to examine both direct and indirect antecedents of turnover intent in health service industry workers. These antecedents included perceptions (i.e. procedural justice and distributive justice) and attitudes (i.e. job satisfaction and affective commitment). Specifically the study aimed to answer the question: How does organizational justice explain job satisfaction, and how do satisfaction and affective commitment influence to turnover intent?. The model was assessed using structural equation modeling (SEM). A theoretical model was estimated with a sample of employees (i.e., nurses) drawn from several Indonesian private hospitals (n=325). An examination of goodness-of-fit model provided strong support that the model fits well with this sample. The results of hypotheses testing supported that there is significant impact of both procedural justice and distributive justice on job satisfaction, and job satisfaction as direct antecedent of affective commitment. The findings also supported that the satisfaction had both direct and indirect affect on turnover intent. This study provides insight to help managers better understand how to reduce employee turnover and increase positive attitudes toward organization. Implication for future research of turnover models is discussed.

JEL Classification:

Key words: procedural justice; distributive justice; job satisfaction; affective commitment; turnover intent

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INTRODUCTION

Attitude and behavior of employees have been a central theme of research in service industry, such as hospitals. Customer satisfaction and perceptions of service quality might directly be affected by attitudes and behaviors of employers (Schneider & Bowen 1993). Turnover as one of employees' behaviors toward their organization has been considered to have significant effect on organization effectiveness (Mowday, Porter & Steers 1982). A high level of turnover may lead to negative consequences on either employees or organizations, such as lower company productivity, lower organizational performance, and increased costs of human resource investment. In addition, for the leavers, turnover may result in non-reimbursed moving expenses and increased cost of living, lead to increased stress or workplace tension and threaten social relationships with previous co-workers and family ties.

Increased employee turnover or intention to leave an organisation is likely to be stimulated by work-related perceptions (i.e. organisational justice) and attitudinal factors (i.e. job satisfaction and affective commitment). Work-related perceptions and attitudinal factors, such as organisational justice, job satisfaction and organisational commitment, can be deemed to be contributory factors to the intention to leave an organisation. In essence, actual employee turnover is generally provoked by individual withdrawal cognition, such as thoughts of leaving or intention to quit.

Affective commitment can be viewed as one factor that contributes to turnover behavior. A research conducted by Rivai (2014) noted that among three dimensions of commitment, affective commitment has the most significant affect and directly influence on turnover intent. Affective commitment can encourage positive behaviors on the part of employees. One study has documented that an organization whose membership shares the organization's goals and values can ensure that its employees will act instinctively for the benefit of the organization (O'Reilly & Chatman 1986). Organizational commitment may impact on the employee's and organization's ability to adapt to unforeseeable occurrences (Angle & Perry 1981). In general, committed employees tend to work harder at their jobs and perform better than do those with weak commitment. It can be seen that organizational commitment is one important factor that needs to be considered in the study of

organizational behavior. The research conducted by Rai (2013) in health and rehabilitation centers in a southern state of United States demonstrated that distributive justice influenced job satisfaction, organizational commitment and turnover intentions.

Antecedents of turnover include cognitive and affective dimensions of satisfaction, such as satisfaction with the job, procedural justice, distributive justice, dyadic relationship quality, demographic variables, personality variables, task characteristics, pay system characteristics, and group characteristics (Barr & Pawar 1995). These antecedents are deemed to be important determinant of employee's behaviour.

The current study attempts to explain how employees come to produce behavioral outcomes (turnover intention) and relate this to individual perceptions and experiences in the workplace. This article moves backward through the model presented in Figure 1. We first consider the impact of affective commitment on turnover intent. Then, we examine the effect of job satisfaction on both affective commitment and turnover intent. Finally, the study examines how the different types of justice directly affect job satisfaction.

THEORETICAL FRAMEWORK AND HYPOTHESES

The Effect of Affective Commitment on Turnover Intent

Components of organizational commitment can be viewed from three types. They consist of *affective commitment*, *continuance commitment*, and *normative commitment* (Meyer and Allen 1991). All the three components of commitment refer to a psychological state that binds individual to the organization. However, there are differences about various conceptualization of commitment and also the nature of their interrelationship. Among the components, affective commitment is more widely found in literatures. Affective commitment is defined as an emotional attachment to an organization, which includes support for organizational objectives and organizational activities (Meyer & Allen 1984). Continuance commitment refers to one's perceived investment in the organization (both psychological and economic), thus that it is associated with the perceived cost of exit of an individual from the organization. Normative commitment reflects a feeling of obligation to continued employment (Meyer & Allen 1991). In short, Allan and Meyer (1990) said that "employees with strong affective commitment do so because they want to, those with strong continuance commitment because they need to, and those with strong normative commitment because they feel ought to do so" (p.3).

Among these three types of commitment, affective commitment has also been found to have a greater influence on behavioral intention than others (Somers & Birnbaum 2000; Rivai 2014). Somers's (1995) and Hackett's (1994) studies have indicated dominance of affective and normative commitment role on turnover behavior. The permanent workers are more likely to concern in their long-term relationship with organization, therefore their identification with and involvement toward organization will strengthen their attachment. Additionally, it makes employees less though to look for other organization.

This affective attachment reflects conformity individual values and norms with organization. It is an important factor that guides suitable behavior to lead maintaining membership status. Hartman and Bambacas (2000) noted that affective commitment relates to personal characteristic and work experience which in turn, may form feeling of belonging, sense of attachment, and working toward organization mission.

Jaros et al (1993) examined models of employee withdrawal processes which represented individual disposition to leave organization – withdrawal tendency – as indicators of unmeasured latent factor. They argued that "a change in an individual's level of commitment will affect formation of overall tendency to withdraw from or stay with an organization" (p.960). Their research findings said that three components of commitment (affective, continuance, and moral commitment) explain approximately 68 percent of the variance in withdrawal tendency variable. Theoretically, the impacts a change in the level of commitment significantly influences the possibility of employee leaving the organization. Meta-analysis of Meyer et al (2002) study demonstrated that all three components of commitment are negatively associated with turnover. Affective commitment is found to have the strongest correlation (-0.17). It is followed by normative (-0.16) and continuance commitment (-0.10).

In terms of sense of psychological belonging, affective commitment relates to emotional attachment that includes identification and desire to affiliate with organization, therefore the *desire to remain* with an

organization (affective commitment) might be due to values and goal congruence between the individual and the organization. Therefore, the hypothesis can be advanced:

H1: The higher the level of employees' affective commitment, the lower the employees' intention to leave their current organization

The effect of job satisfaction on Affective commitment

The proposition that job satisfaction is an antecedent of commitment, has been demonstrated in the previous research primarily research on the turnover model (e.g. Bluedorn 1982; Price & Mueller 1981). The major reason for this relationship is that job satisfaction is a more immediate affective response to one's work which can develop once a person enters an organisation. In contrast to job satisfaction, affective commitment takes a long time to develop, because commitment includes some other aspects that are related to organisational goals and values (Porter et al. 1974). William and Hazer (1986) also pointed out that commitment have a more important effect than the satisfaction in predicting intent to leave.

The approach of organizational commitment is different from the approach of satisfaction. Commitment can be seen as an affective response to the whole organization, while job satisfaction implies an affective response to a specific of job (Williams & Hazer 1986). Angle and Perry (1981) and William and Hazer (1986) suggested that job satisfaction is a determinant of commitment which is based on an exchange of resources between individual and organization. The potential of employees committed is likely to be strengthened or weakened by their perceived experiences. Smith, Kendall and Hullin (1969) noted job satisfaction in regard to employees' positive orientations or attitudes towards their experience in the workplace.

An employee with weak affective commitment tends to experience stress and feels displeasure when organizational changes take place (Begley & Czajka 1993). It can be argued that individuals with strong affective commitment appear to be buffer against the impact of stress and displeasure. If the employee feels unhappy because of changing conditions in the organization, the workers with strong affective commitment are able to strengthen their attitude toward organizational outcomes (e.g. a reduced intention to quit).

The findings from Parry (2008) noted that employers of nurses should not assume that their affective commitment to the profession will automatically result in their commitment to the organization, but rather that it is dependent on the level of job satisfaction experienced within the organization. The research findings also highlighted importance of the relationship between affective professional commitment prior to workplace exposure and job satisfaction in the workplace.

Employees' satisfaction is also likely to be linked with the fulfillment of personal needs. Affective commitment may develop on the basis of psychologically rewarding experiences. The development of affective commitment in an organization might be influenced by the extent that the organization is able to satisfy employees' needs, meet their expectations, and allow them to achieve their goals (Meyer, Allen & Smith 1993). Experiences that employees find particularly satisfying are likely to increase the affective commitment felt toward the organization; those experiences that are not satisfying might reduce the feeling of attachment. Positive work attitudes that reflect job satisfaction may also develop from initial entry to an organization, i.e. new workers would be satisfied when their expectations of the job and/or organization are confirmed by their experiences. On the basis of the existing literature, the research proposes that job satisfaction lead to affective commitment, thus:

H2: The higher the level of job satisfaction perceived by employees, the higher the level of employees' commitment to the organization, in terms of their affective commitment

The effect job satisfaction on turnover intent

Turnover has been conceptualized in many studies as a psychological response, and it is believed that turnover is an individual choice behavior. Presumably, dissatisfied employees react to poor working conditions by more readily abandoning their current employment (Mobley 1979; Price & Mueller 1986).

According to Porter and Steers (1973), fulfilled expectations are the central determinant of employees' decisions about turnover. They contended that, although most employees value pay, promotions, supervisory relations and peer-group interactions, individuals have distinctive sets of expectation. Dissatisfaction will appear when the individual's set of expectation is not found in the organization; consequently the intention to leave the organization is likely to increase.

Price and Mueller (1981) found that the single most important reason for nurses' turnover is job dissatisfaction. They pointed out that there is an indirect effect between job dissatisfaction and turnover behavior, through the formation of the intention to leave. Thus, job dissatisfaction has a direct effect on intention to leave. Testing of the relationship between job satisfaction and intention to leave by including mediating effect of organizational commitment has also been conducted by Clugston (2000). He found that job satisfaction has both direct and indirect effect on intention to leave.

Cotton and Tuttle (1986) noted that overall job satisfaction, satisfaction with work itself, pay satisfaction, satisfaction with supervision and organizational commitment were negatively correlated to turnover. Meta-analysis findings from Tett and Meyer (1993) demonstrated that satisfaction and commitment each contribute independently to the prediction of intention, and that intention is predicted more strongly by satisfaction than by commitment.

A study of the predictive relationship between job satisfaction and intent to leave using different samples has been conducted by Schaubroeck, Cotton & Jennings (1989). Using analysis Structural Equation Modeling, he found that job satisfaction has a significant and negative effect on employee's intent to leave among civilian federal government manufacturing and university maintenance workers. The direct and negative impact of job satisfaction on employees' intention to leave is also found by Igarria and Guimaraes (1993) and Netemeyer, Burton and Johnston (1995). Therefore it can be hypothesized as follow:

H3: The job satisfaction perceived by employees will be negatively directly related to the employees' intention to leave the organization.

The Effect of procedural justice on job satisfaction

The issue of fairness in procedural justice focused on employees' attention to 'how' such decisions were made and individual concerns with the process for making organizational decision. The term of procedural justice has developed from the allocation preference theory (Greenberg 1987). This theory proposes a general model of allocation behavior or procedures where the application of the theory is limited almost exclusively to procedural decisions rather than distributive ones. In the meantime, it has been determined what procedures people would use to achieve justice in regard to the domain of the allocation process.

Perceptions of individuals in taking account of process will have to do with perceptions of outcome fairness. A person who has a strong sense of justice regarding employee benefits would have a greater influence over attitudes towards the employer and work with a perception of equity. In general, justice perceptions are likely to stimulate either positive or negative emotional response of work itself. Positive emotional reactions to individual experiences may bring about positive attitudinal outcomes (e.g. job satisfaction). Perceptions of justice with regard to pay have consequences on other element in the work relationship such as satisfaction with the supervisor, satisfaction with co-workers, organizational commitment or even the intent to leave an organization.

The 'processes' of how employee outcomes are determined rather than what outcomes are received can be seen as underpinning of the procedural justice (Folger & Martin 1989; Martin, CL & Bennett 1996). Agho, Mueller, and Price (1993) found that a few procedural factors were likely to be associated with job satisfaction. These factors include freedom to make job-related decisions, to make contributions to the organizational work process and share beliefs to organizational processes. On the other hand, employees are less satisfied with their job when they do not have the information needed to perform their task adequately, and receive incompatible requests from their supervisor. In summary, procedural justice is one of the factors that have a significant relationship to job satisfaction.

Folder and Konovsky (1989) stated that factors of procedural justice are interpretable as indicating employees' interest in forms of respect. Respect for people is shown by treating employees in ways that can be seen to be justified. People will portray a negative attitude and/or behavior when an explanation for the decision-making procedure is inadequate in their perception. Thus, the current research put forwards the following hypothesis:

H4: The higher the level of procedural justice perceived by employees, the higher the level of perceived job satisfaction.

The effect of distributive on job satisfaction

The logic of distributive justice theory derives from a functional relationship between outcomes (rewards) and contributions of input compared with some standards of comparison, called 'equity theory'. The degree to which a distribution is judged to be fair or unfair will depend on the valuation of these comparisons. The sources of comparison may be other people, a generalized other or ones' own past rewards. Generally, studies in the organizational justice field are likely to be inspired by equity theory. The theory has focused on the relative ratio of a worker's outcomes of his or her inputs to some standard of comparison as the basis for assessing the fairness of a relationship (Adam 1965).

The relationship between distributive justice and job satisfaction has been investigated in several studies. The work of Folger and Konovsky (1989) and McFarlin & Sweeney (1992) indicates that procedural justice strongly associates with evaluations of the supervisor and organizational commitment. On the contrary, distributive justice is more related to job satisfaction and intention to stay. The correlation between job satisfaction, intention to stay and distributive justice can be stronger because with recent recognition of rewards, and the rewards will affect their outcomes (Folger & Konovsky 1989). Brockner and Adsit (1986) and Sweeney and McFarlin (1997) also found that distributive justice has a greater impact on job satisfaction for men than it does for women.

The finding from Vandenberghe and Tremblay (2008) supported that elements, which may convey feelings of satisfaction and justice, are known to be critical factors in the development of affective bonds between the individual and the organization. Distributive justice can be interpreted as the distribution of resources (Deutsch 1985; cited from Teo & Lim 2001) or allocation of the conditions and goods that affect an individual's wellbeing. In the organizational setting, this justice variable may predict individual outcomes such as job satisfaction. This is based on the logic of their perception fairness of payment because these conditions lead to individual well being.

Baron and Cook (1992) documented that cognitive affective factors may influence individual outcomes in evaluating alternatives. In connection with social comparisons, individuals are influenced much more by interpersonal comparisons of outcomes when judging a single alternative than they are when choosing among multiple alternatives, where it is possible for individuals to determine which of the option maximizes their absolute well-being. Mental accounting processes can affect individual's reliance on relative comparisons. Organizations can lower 'social comparison costs' by various influences on how individuals perceive and mentally account for resource allocation. Individuals might be more willing to tolerate relative deprivation when they have a positive relationship to the comparison other. The distribution patterns of reward may stimulate feelings of deprivation and resentment, causing variety reactions such as depression or dissatisfaction (Martin, 1981). Fields, Pang and Chiu (2000), using Hong Kong employees as their sample, reported that both distributive and procedural justice have an effect on job satisfaction and evaluation of supervision. Their study also supported that procedural justice as having a larger effect on evaluation of supervision; and distributive justice has a larger effect on intent to stay and job satisfaction. The findings research from Rai (2013) reveal that distributive justice and informational justice are equally important in determining job satisfaction among staff members of organizations. Thus, the research proposes the following hypotheses:

H5: The higher the level of distributive justice perceived by employees, the higher the level of perceived job satisfaction.

METHODOLOGY

Sample and Data Collection

Data were obtained from full-time nurses of private hospitals in West Sumatera Province, Indonesia. A total of 450 questionnaires were distributed. In total, 325 were returned, comprising a response rate 72.22%. The questionnaires were sent along with a cover letter explaining the importance of the research. Participation was voluntary and responses were treated with confidentiality. Data were collected over a 3-month period.

Measurement of variables

Measurement variable of distributive justice, procedural justice, job satisfaction, affective commitment and turnover intent were adopted and developed on the basis of established existing variables from previous studies. All variables were measured with 5-point Lykert type scaled. *The distributive justice* measures consisting of four items were adapted from Yoon and Thye (2002). *The procedural justice* scale consisting of four items were

also adopted from Yoon and Thye (2002). The measures reflected instrument behavioral research in the hospital setting. Then, *job satisfaction* scale was measured by four items scale which was developed by Brayfield and Rothe (1951). These items was intended to measure a global index of satisfaction of the worker in the workplace. Next, *affective commitment* scale was adapted from Allen and Meyer (1990) in which the respective scale consist of eight items. Finally, *Intentions turnover* was measured by a 3-item scale that contained information about individual's intention to look for another job and their possibility of leaving the current organization. The items were adapted from Lum et al. (1998) who also studied turnover intent in the hospital work setting.

Analysis

Data analysis was conducted in two stages. Firstly, checking for data entry includes reliability of variables, identification outliers and normality of the data. Unidimensionality of measures was assessed by Principal Component Analysis (PCA) Secondly, testing of a fit model was conducted by using Structural Equation Modeling (SEM). AMOS 5.0 computer program was utilized to run data from questionnaires. 'Goodness-of-fit' model were assessed by three criteria: *absolute fit measure*, *incremental fit measure* and *parsimonious fit measure*.

RESULTS

Demography of the Sample

The majority of the sample were female (85.5 percent) with a mean age of 29.3 years (ranging between 20 to 69 years). Seventy-six per cent were under 30 years of age, 15.1 percent were between 30 and 40 years of age, 6.8 percent were between 40 and 50 years of age, and the remaining 2.1 percent were above 50 years of age. The education level reported was 29.9 percent at the baccalaureate in nursing level, 67.2 percent at diploma level, and 3 percent at bachelor degree nurses level. The majority of educational level of nurses was diploma level. The average number of years as nurse in this sample was 8.3 years, which had the largest proportion (42.6 percent) ranging between one to five years.

Psychometric properties of the scales

Further, each measurement variable was tested using principal factor analysis (PCA) to assess whether the items represent a single underlying construct. Unidimensionality of the construct can be demonstrated by extracting a single component with an eigenvalue greater than 1. Furthermore, items with factor loading are 0.50 or greater; they are considered practically significant (Hair et al. 1998). Results of PCA asserted that not all measure indicated single underlying construct. The constructs of affective commitment, normative commitment and continuance commitment show more than one factor. Therefore several items of commitment were dropped from those instruments. The psychometric properties of scales are reported in Table 1.

TABLE 1. PSYCHOMETRIC PROPERTIES OF THE SCALES

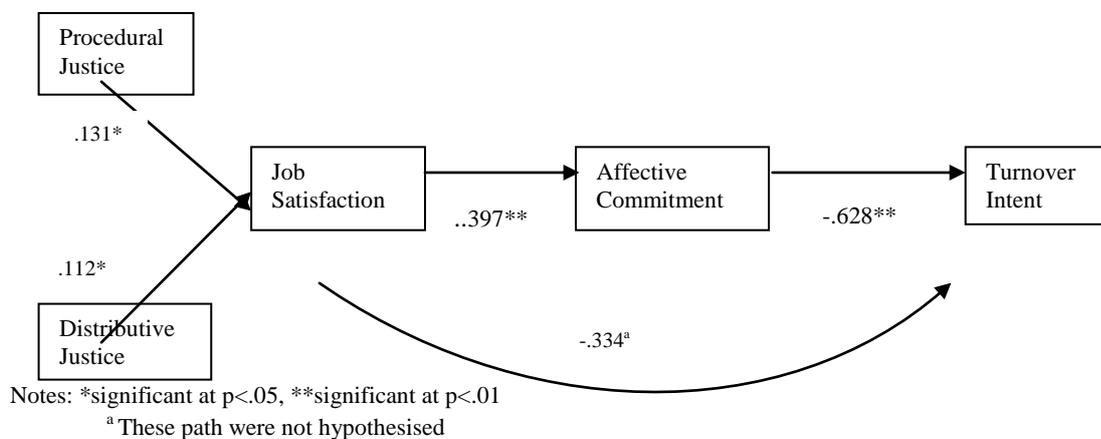
Constructs	Number of items	N	Alpha	Mean	S.D
Job satisfaction	5	325	.79	3.61	.58
Procedural justice	4	325	.85	2.77	.89
Distributive justice	4	325	.91	2.69	.95
Affective commitment	5	325	.70	3.32	.65
Turnover intent	3	325	.74	3.27	.94

The reliability of composite variables is also presented in Table 1 using cronbach alpha. Hair et al. (1998) suggested that usual lower limit for Cronbach alpha is .70, but in exploratory research this limit may decrease to .60. All the measures included in the questionnaire showed adequate levels of internal consistency reliability. The internal reliability for the measures ranged from 0.70 to 0.91. The estimated correlation matrix for the constructs can be seen in Table 1 and shows that estimated correlation among constructs do not indicate multicollinearity problem of lack of discriminant validity.

Testing the Theoretical Model

The theoretical structural model (Figure 1) was tested using SEM. To run the SEM analysis, AMOS 5 software was utilized. The chi-square of the theoretical model was 6.877 with 4 degree of freedom (df), and significant at $p < .001$. Although SEM requires a nonsignificant chi-square, ‘statistical nonsignificance does not assure the researcher that another model would not fit as well or better’ (Hair et al. 1998, p. 654) because chi-square values are sensitive on sample size. For this reason others fit indices (χ^2/df ; GFI; RMSEA; AGFI; TLI; NFI; CFI), that may minimize the effect of sample size, are utilized to assess the fit model. The fit model requires: χ^2/df ranging between 1 and 5; GFI, AGFI, TLI, NFI, and CFI should be greater than .90; RMSEA less than .08 (Hair et al. 1998; Tabachnick & Fidell 2001). The result of the structural equations test of the composite variables indicated that the theoretical model achieves an acceptable fit to the data, ($\chi^2/df = 1.719$; GFI = .99; RMSEA = .047; AGFI = .969; TLI = .971; NFI = .974; CFI = .988). Furthermore, to answer each hypothesis, the test statistic for parameter estimates is assessed by critical ratio value (c.r) (Table 3). It represents the parameter estimate divided by its standard error. Critical ratio values are larger than 1.96 indicating the path coefficient to be statistically significant (Byrne 2001).

FIGURE 1. THEORETICAL MODEL OF THE RESEARCH



Correlations, means, and standard deviation for the composite variables are shown in Table 2. These correlations all moderate in size. Thus, there is no multicollinearity effect of the composite variables. Their relative values suggest that distributive justice and procedural justice associate with job satisfaction. Job satisfaction significantly correlates to affective, and turnover intent ($r = .34^{**}$ and $-.19^{**}$). It can be argued that job satisfaction may have a significant relationship between commitment and turnover intent.

TABLE 2. CORRELATION OF THE VARIABLES

Variables	1	2	3	4	5	6	7
JS (1)	1.00						
DJ (2)	.228(**)	1.00					
PJ (3)	.239(**)	.565(**)	1.00				
AC (4)	.342(**)	.053	.124(*)	1.00			
TOI (7)	-.194(**)	-.049	-.075	-.371(**)	-.027	-.038	1.00

** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed).

TABLE 3. STANDARDIZE REGRESSION WEIGHT AND CRITICAL VALUE

Hypothesis	Path	Standardize Regression Weight (β)	Critical Value (t)	Judgment
H1	ac-----→ toi	-0.628**	0.000	Supported
H2	js-----→ ac	0.397**	0.000	Supported
H3	js-----→ toi	-0.334*	-0.016	Supported
H4	pj-----→ js	0.131*	0.015	Supported
H5	dj-----→ js	0.112*	0.005	Supported

** β coefficient is significant at level $p < 0.05$, * β coefficient is significant at level $p < 0.001$. ac = affective commitment; toi = turnover intent; js = job satisfaction; pj = procedural justice; dj = distributive justice.

Although the model has been tested to assess the overall fit of the model, individual tests of the hypothesized relationship were also conducted. The critical t value (CR) used to assess the significance of the relationship between the two paths is 1.96 ($p < .05$). A CR value above 1.96 means the relationship of the causal model is significant. The results of the hypotheses testing are shown in Table 3.

DISCUSSION

The results of the hypotheses testing showed that affective commitment is a strong predictor of and negatively associated with turnover intent, as hypothesized. The results reflect that as employees perceive a higher level of affective commitment; they are more likely to have a lower level of intention to leave the organization. This result is consistent with the previous research (Allen & Meyer 1990; Meyer & Allen 1991; O'Reilly & Chatman 1986). Affective commitment refers to employees' feelings of emotional attachment to, identification with and involvement in their organization (Meyer & Allen 1991). Individuals' intentions to remain with an organization might increase parallel with the escalation of their emotional attachment. This kind of attachment implies an individual's desire to continue the relationship with an organization which develops as a consequence of the propensity to establish a rewarding relationship with that organization (identification) and/or the compatibility of the goals and values held by the individual and the organization (internalization). Therefore, Hypothesis 1 suggested that employees with high emotional attachment to the organization should be able to stay longer than those with low emotional attachment.

Findings of the model also supported H3. The relevant part of the model indicates that affective commitment has significant impact on turnover intent. A willingness to maintain membership status in an organization may be due to employees feeling a congenial organizational climate. In other words, value and goal conformity between individual and organization will reduce employee intention to leave their current organization. Alternatively, it can lessen the attractiveness of other organizations. O'Reilly and Chatman (1986) note that affective commitment, as a reflection of value conformity, can maintain individuals' positive behaviors, for instance, reduce the intention to leave and also create feelings of pride towards the desired affiliation with the organization.

In conclusion, the impacts of commitment on employees' behavioral intention (i.e. turnover intent) may depend on the way individuals view their membership status within their organization. Therefore, there is a possibility that its effect is not mutually exclusive (Meyer, Allen & Topolnytsky 1998). An employee may deem the acceptance of and identification with organizational goals, involvement in an organization, and emotional attachment as important factors rather than their individual investment. These employees may neglect the calculative type of commitment. Thus, the affective commitment appears to be the salient point of individuals' attitudes toward an organization in terms of intention to continue relationship with an organization.

Testing for hypothesis 2 demonstrated that job satisfaction has a positive, direct influence on affective commitment (.397*; $p < 0.00$). These results mean that employees who feel satisfied with their job will remain 'affectively committed' to their organization, as long as the exchange relationship is satisfactory. The part of the model supports previous research on the impact of job satisfaction on both affective (Yousef 2002). Job satisfaction refers to 'a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences' (Locke 1976; p. 1300). Feeling comfortable in their roles and feeling competent in their job are believed to be significant antecedents of employees' affective commitment in an organization (Allen & Meyer

1990). Therefore, an individual who experiences positive emotional states, or are happy with their job, will show a stronger emotional attachment to their organization.

The research model also highlights the relationship between job satisfaction and turnover intent. As hypothesized, job satisfaction has a direct, negative influence on turnover intent ($\beta = -0.334^{**}$, $p < 0.05$). The relationship proposed in the model is consistent with previous empirical evidence (Igarria & Guimaraes 1993; Mobley et al. 1979; Netemeyer, Burton & Johnston 1995; Price & Mueller 1981; Price & Mueller 1986). That is to say, the higher the level of employees' job satisfaction, the lower their intention to leave the organization. Based on path analysis findings, job satisfaction has an indirect effect in addition to its direct effect on turnover intention. The indirect effect between job satisfaction and turnover intention is mediated by affective commitment. The findings of this study affirm result of previous studies in this regard (Clugston 2000; Meyer & Allen 1991; Williams & Hazer 1986).

This part of the model supports both distributive justice (H5) and procedural justice (H4) as being significant antecedents of job satisfaction. The predicted influence of distributive justice on job satisfaction supports empirical evidence from previous study (Alexander & Ruderman 1987; Folger & Konovsky 1989). In terms of distributive justice, individuals' reactions to their organization are more determined by the amount and form of compensation they receive. The findings of the present study showed that there is a significant positive relationship between distributive justice and job satisfaction. Employees' perceptions of a just allocation of resources are likely to be influenced by how individuals assess their outcomes (rewards) and their input contributions as compared to some comparison standards, as explained in equity theory (Adam 1965).

Perceptions of distributive justice are related to cognition decisions which stimulate exhibition of emotionally positive (e.g. satisfaction) or negative (e.g. dissatisfaction) outcomes. Feelings of satisfaction towards employees' outcomes are likely to occur when there is a belief that the rewards received are equitable and proportional relative to a comparison other (Martin, 1981). In other words, employees feel satisfied with their outcomes when they believe that the content of rewards they perceive to be fair is higher than the content of rewards they perceive to be unfair (Cropanzano & Greenberg 1997). Therefore, employees who perceive fairness in terms of reward allocation are likely to have increased their job satisfaction.

In addition to distributive justice, procedural justice is a significant antecedent of job satisfaction. The model demonstrated that procedural justice contributes a greater effect on job satisfaction. Individuals consider that the decision-making procedure is more important than the amounts of reward, when they perceive the content of the reward to be unfair. Employees are more accepting of decisions which are the consequence of a fair procedure, than decision which are the result of an unfair procedure. These findings are identical with the work of Alexander and Ruderman (1987) and Yoon (1996) who pointed out that although distributive justice relates significantly to job satisfaction, the procedural justice still has a greater effect on job satisfaction.

The results of this study may have been influenced by the cultural context in which it was undertaken. As opposite to the Western context, Asian societies have a great concern for cultural values and social norms in terms of harmonious interpersonal relationships and collective welfare (Hofstede 1980, 1991; Triandis 1988). Indonesian workers, as a part of Asian society are inspired to put others' and groups' interests beyond their individualistic interests. Therefore they have great respect for group membership for its own sake and place more emphasize on whether they receive equitable treatment as a group/organization member than the quantity of rewards they received as a result of their relationship with the group/organization. Moreover, in the Asian context, cultural values and social norms are more characterized by collective welfare and a social harmony consideration which tends to strengthen procedural justice issues with respect to job satisfaction (Yoon 1996).

The study provides several implications of understanding individual's attitude and behavior in the work setting. First, the result advocates that it would be more advantageous for an organization to build affective commitment in order to lessen intention to leave. Second, the findings demonstrate the importance of understanding the consequences of perceived fairness by individuals in the health care industry (i.e. hospitals and clinics). The effect of procedural justice and distributive justice on peoples' attitudes might be different in this setting. Managers must be aware that the impact of perceptions of justice in managing rewards, which includes both content and process, does not only enhance job satisfaction but also can strengthen organizational commitment, particularly affective commitment. Perceptions of justice can be improved in several ways, such as conducting surveys which will involve employees in determining processes related to benefit decisions; providing flexibility in selecting needs-benefit packages; providing adequate information on how compensation

is determined and managing employees' complaints in a well and timely manner. Furthermore, procedural justice may serve to minimize employees' reactions to perceived unequal outcomes (e.g. pay rises). Thirdly, job satisfaction does not only appear to affect turnover intent directly, but also indirectly influence turnover intent through organizational commitment (i.e. affective commitment). Therefore, organizations can reduce the degree of employees' intentions to leave by means of developing affective commitment. Nevertheless, developing organizational commitment takes a time longer than developing job satisfaction. Alternatively, organizations can also directly control turnover intent through improving job satisfaction. The study found additional evidence that organizational justice also affects job satisfaction.

CONCLUSION

The result of the Structural Equation Modeling analysis demonstrated that affective commitment has the strongest affect on turnover intent. That to say, an organization might avoid turnover intent by means of strengthening employees' affective commitment. The evidence strengthens the prediction about the dominating role of affective commitment. The empirical evidence from the testing model also pointed out that both procedural justice and distributive justice have an important role in improving job satisfaction. Furthermore, the investigation of the impact of job satisfaction on turnover intent demonstrated that job satisfaction can also directly influence turnover intent. In other words, the more increased perceptions of satisfaction, the lesser the employees' intention is, to leave the organization.

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