



THE EFFECT OF ORGANIZATIONAL JUSTICE AND WORKLOAD ON TURNOVER INTENTION WITH JOB STRESS AS A MEDIATING VARIABLE

Haryo Bhaskoro¹, Noermijati², Nanang Suryadi³

Master of Management, Faculty of Economics and Business, Universitas Brawijaya Malang,
Indonesia^{1,2,3}

Email: bhaskoro24@student.ub.ac.id¹, nurmi@ub.ac.id², nanangs@ub.ac.id³

Abstract

This study was conducted to examine the relationship of organizational justice to turnover intention and the relationship of workload to turnover intention using 221 employees of PT. Telkom Access Indonesia, Tbk Malang City as the subject of research. Researchers examined the direct effect of organizational justice and workload on turnover intention. Researchers use job stress as a mediator of organizational justice and workload relationships to turnover intention. This study used the Warp PLS 8.0 application to test the relationship between variables. The results of this study found that organizational justice had a significant effect on turnover intention, while workload in the study did not have a significant effect on turnover intention. Furthermore, job stress mediates the relationship of organizational justice to partial turnover intention and mediates the relationship of workload to full turnover intention.

Keywords: Organizational justice, Workload, Job Stress, Turnover Intention.

INTRODUCTION

Since entering the era of industrial digitalization 4.0, the telecommunications industry in Indonesia has continued to grow every year (Kurniawan et al., 2023). According to data from BPS (Central Statistics Agency), in Q1 of 2022, the telecommunications industry in Indonesia experienced an increase of 7.16%, which made the information and telecommunications sector one of the industry sectors with a fast growth rate (Ahmed & Alam, 2021). The increase is due to the transformation that occurred during the pandemic throughout 2020-2021.

2022 competition in Indonesia's telecommunications sector will get tougher (Priyandita et al., 2022). This is marked by the merger of two large telecommunications companies in Indonesia, Indosat Ooredoo and Hutchinson Tri, now PT Indosat Ooredoo Hutchinson, Tbk (Dewi & Wulandari, 2023). The merger can threaten business actors in the telecommunications sector, especially the current market leader, PT. Telkom Indonesia, Tbk. To face market competition, good human resource management can be one way to create a competitive advantage for companies because human resources are valuable intangible assets for companies.

One indicator of good human resource management is low turnover in the company (Zhang et al., 2019). In the 2019-2020 period, there was an increase in the number of employees in Telkom Group by 4.4% from the previous period. However, in the 2020-2021 period, there was a decrease in employees by 6.6%, although there was no release of employees except after retiring from duty

at Telkom Group (Sachs, 2021). Most employees who left in that period were employees of subsidiaries of PT (Greenberg, 2018). Telkom Indonesia, Tbk, which is included in it, is PT. Telkom Access Indonesia, Tbk.

Turnover is one of the company's problems caused by employee turnover intention (Bajrami et al., 2021). Turnover intention is a feeling of wanting to leave the company to find a job in another company (Sazili et al., 2022). Many employees who want to leave indicate a problem with the company (Robbins & Judge, 2017). One of the problems faced when turnover occurs is the increase in tangible and intangible costs (Zambon, 2017). The tangible costs include the cost of hiring, screening, interviewing, and testing applicants and temporary wages for new employees who will be oriented and trained (Allal-Chérif et al., 2021). Intangible costs include lost productivity of new employees (who are initially less productive), rework costs for errors caused by new employees, and supervision costs for training new employees (Dessler, 2020).

The causes of turnover intention include organizational justice (Bayarçelik & Findikli, 2016). Organizational justice is an employee condition that makes individuals believe they are treated fairly (Wahda et al., 2020). When an employee feels unfair treatment, it results in a decrease in morale, they become more likely to leave their job, and they may turn against the company they work for (Jackson, 2018). Research has been conducted on the relationship between organizational justice and turnover intention (Tourani et al., 2016b). Organizational justice significantly affects turnover intention (Beuren et al., 2019; Ekmekcioglu & Aydogan, 2019; Tourani et al., 2016). The lower the perceived level of fairness, the higher the employee's turnover intention (Belete, 2018). Thus, companies need to maintain distributive, procedural, informational, and interactional justice to prevent the emergence of employee turnover intention.

The workload on employees can also cause turnover intention. Excessive workload can affect employee motivation and cause employee turnover (Robbins & Judge, 2017). Workload is a pressure that arises in response to employees who cannot adjust (Gibson et al., 2005). Uneven distribution of workload is one of the factors that can affect employee dissatisfaction. It can make employees leave the company (Holland et al., 2019). Another impact of excessive workload is fatigue, which can eventually reduce company performance (Jyoti & Rani, 2019). Research on the relationship between workload and turnover intention shows a significant influence (Holland et al., 2019; Junaidi et al., 2020; Tan et al., 2020; Teng et al., 2019; Wen et al., 2021). In contrast to the research results mentioned above, several studies show that workload does not significantly affect turnover intention (Pradita & Satrya, 2019; Nisa Febriyanti, 2019).

Top and Tekingunduz (2018) found an influence between organizational justice and employee job stress. Newstrom (2007) said almost every working condition can cause job stress, including work overload. Stress hurts both physically and psychologically. In stressful conditions, employees tend to be less productive, which hurts the company (Lussier & Hendon, 2019). Based on the explanation above, mediation of job stress variables was used to fill the gap in this study. Previous research results have shown a relationship between job stress and turnover intention (Ahn & Chaoyu, 2019; Yang et al., 2021). From previous research, it is also known that there is a relationship between organizational justice and job stress (Esen, 2020; Kamran & Thomas, 2021; Pérez-Rodríguez et al., 2019; Top & Tekingunduz, 2018), the relationship between workload and job stress (Eerat et al., 2017; Kokoroko & Sanda, 2019). Based on this, further research needs to be done on the relationship between organizational justice and turnover intention, as well as workload and turnover intention with the mediation of job stress variables.

This research will be carried out by making employees of PT. Telkom Access Malang is an object of research. PT Telkom Access is a corporate entity of PT Telekomunikasi Indonesia Tbk. (PT Telkom) which is engaged in the business of providing access network installation services, network infrastructure development, managing Network Terminal Equipment (NTE), as well as operating and maintaining access networks. It was established in Jakarta on December 12, 2012. Telkom Access' operational areas are spread across seven regions in Indonesia (Sumatra et al. & Bali - Nusa Tenggara, Kalimantan, and Eastern Indonesia) and 61 operating areas, one of which is in Malang.

As one of the subsidiaries of the market leader in the field of information and telecommunications, good human resource management is a must because it can be an advantage in competition. The reduction of employees by 6.6% can indicate turnover in the company. Therefore, companies need to minimize turnover by reviewing employee turnover intentions. From the explanation above, it is very important to research the effect of Organizational justice and Workload on Turnover intention by mediating Job stress and studies on employees of PT. Telkom Access Indonesia, Tbk Malang.

METHOD

In this study, a quantitative approach was used. The quantitative approach is an approach that produces statistical data. The data used in the study was obtained through large-scale surveys. The data collection method was a questionnaire or structured interview (Creswell & Creswell, 2018).

This research is based on objectives categorized as explanatory research that explains and reinforces causal relationships between research variables through hypothesis testing (Ferdinand, 2002). Explanatory research aims to test hypotheses that have been determined whether the hypothesis is accepted or rejected.

This research was conducted at PT: Telkom Access Indonesia, Tbk, Blimbing District, Malang District, East Java province. The object of this research was taken because of a phenomenon that shows that Telkom Group is the parent company of PT. Telkom Access Indonesia, Tbk many employees leave the company where they work. With the principle of resource dependency, it can be concluded that the turnover of the parent company can affect the subsidiary. The study has been conducted and ends in April 2023.

RESULTS AND DISCUSSION

Hypothesis Testing Results

Hypothesis testing aims to find out whether the hypothesis proposed in this study can be accepted or rejected by proof through a significance test. This test uses a path coefficient. If a value greater than 0 is obtained, then there is a positive influence between construct variables. If the value is less than 0, then the construct variable has a negative influence. Significance testing uses an influence between construct variables through a p-value of 0.05. If the p-value is greater than 0.05, then the influence between variables is declared insignificant. On the contrary if the p-value value is smaller than 0.05, then the influence between variables is declared significant. The following are the results of testing the direct influence between variables in this study:

Table 1. Direct Effect Test Results

Variable Relationships	Path Coefficient	P-value	Information
Oh, → you	-0.20	0.02	Significant
WL→ TI	0.13	0.08	Insignificant
OJ → JS	-0.20	0.02	Significant
WL → JS	0.54	<0.01	Significant
JS → TUE	0.45	<0.01	Significant

Source: Data processed 2023

Based on the table above, it is known the results of testing the influence between variables. The relationship between organizational justice and turnover intention has a significant negative effect, meaning that everyone decrease in organizational justice will increase one value in turnover intention. The relationship between workload and turnover intention had no significant effect. The relationship between organizational justice and job stress is known to have a significant negative effect. Workload on job stress is known to have a significant positive effect, meaning that every increase of one value in the workload will increase one value in job stress. Job stress on turnover intention also has a significant positive effect.

Furthermore, below is an illustration of the framework of the relationship model of direct influence and indirect influence in this study, as follows:

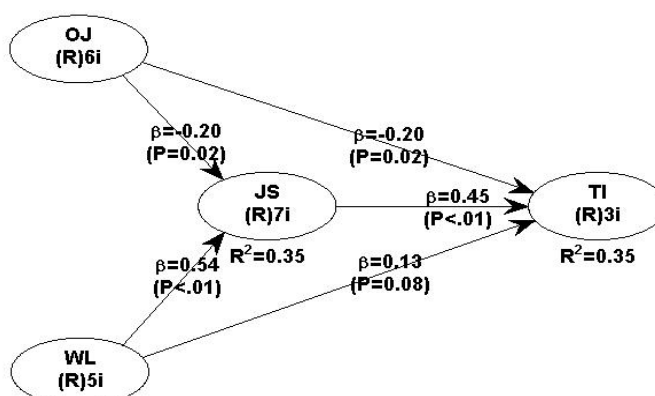


Figure 1. Research Mediation Test Results

Figure 1 shows that the job stress variable in this study mediates the relationship between organizational justice and turnover intention. This is because organizational justice as an independent variable has a significant effect on job stress and turnover intention, job stress in this study also has a significant effect on turnover intention. So, in this study, it was found that job stress can mediate the relationship between organizational justice and partial turnover intention (Hair et al. 2021).

Figure 1 also shows that job stress mediates the relationship between workload and turnover intention. Workload in this study has a significant effect on job stress but not significantly on turnover intention, job stress is known to have a significant effect on turnover intention. So, it can be concluded that Job Stress mediates workload against full intention turnover (full mediation). Based on the description above, it can be concluded the test results against the hypothesis as follows:

H1: Organizational justice has a significant negative effect on turnover intention.

The first hypothesis in this study is to look at the relationship between organizational justice and turnover intention. In this study, it is known that the path coefficient between the two variables is -0.20 with a p-value of 0.02 (p-value provision < 0.05), so it can be concluded that organizational justice significantly negatively influences turnover intention. Based on this description, it is known that the worse the implementation of organizational justice in the company, the higher employee turnover intention will be. Thus, it can be stated that the first hypothesis (H1) in this study is accepted.

H2: Workload has a significant positive effect on intent turnover

The second hypothesis in this study looked at the influence between workload variables and turnover intention. In this study, it is known that the value of the path coefficient between the workload variable and turnover intention is 0.13 with a p-value of 0.08 (p-value determination < 0.05), thus, it can be concluded that the workload does not affect turnover intention. From the description above, the more workload employees feel, the more it does not affect the turnover intention rate. Referring to the results of the direct influence test between the two variables above, it can be concluded that the second hypothesis (H2) in this study is rejected.

H3: Organizational justice has a significant negative effect on Job Stress

The third hypothesis in this study looked at the relationship between organizational justice variables and job stress. From the results of the direct relationship test between variables, it is known that the value of the path coefficient of the two variables is -0.20 with a p-value of 0.02 (p-value provision < 0.05), it can be concluded that organizational justice has a significant negative effect on job stress. That is, the worse the implementation of organizational justice in the company felt by employees will increase their job stress levels. Thus, it can be concluded that the third hypothesis (H3) in this study is accepted.

H4: Workload has a significant positive effect on Job Stress

The fourth hypothesis in this study looked at the effect of workload variables on job stress. From the results of testing the direct relationship between variables, it is known that the value of the path coefficient between workload and Job Stress is 0.54 with a p-value of < 0.01 (p-value provision < 0.05), it can be concluded that workload has a significant positive effect on job stress. That is, the higher the workload the employee feels, the higher the employee's job stress level. Thus, it can be concluded that the fourth hypothesis (H4) in this study is accepted.

H5: Job Stress has a significant positive effect on Turnover intention.

This study's fifth hypothesis examined the relationship between job stress variables and turnover intention. The results of the direct variable relationship test show that the value of the path coefficient of the two variables above is 0.45 with a p-value of < 0.01 (p-value < 0.05), so it can be concluded that job stress has a significant positive effect on turnover intention. That is, if the level of employee job stress increases, then the employee turnover rate will also increase. Thus, it can be concluded that the fifth hypothesis (H5) in this study is accepted.

H6: Job stress mediates the effect of organizational justice on turnover intention.

The sixth hypothesis in this study looked at the relationship of job stress to organizational justice and turnover intention. Based on the image of the results of the indirect influence test, it is known that the independent variable has a significant effect on the dependent variable and the mediation variable, as well as the mediation variable has a significant effect on the dependent variable, it can be said that job stress mediates the relationship between organizational justice and partial turnover intention (Hair, et al; 2021). Thus, it can be concluded that the sixth hypothesis (H6)

in this study is accepted.

H7: Job Stress mediates the effect of Workload on Turnover intention.

The seventh hypothesis in this study looked at the effect of job stress mediation on the relationship between workload and turnover intention. From the results of testing indirect relationships between variables, it is known that workload has an insignificant effect on turnover intention. However, the workload has a significant effect on job stress, and job stress in this study has a significant effect on turnover intention, so from these results, it can be concluded that job stress mediates the effect of workload on full turnover intention (Hair et al., 2021). Thus, it can be stated that the seventh hypothesis (H7) in this study is accepted.

Discussion

The Effect of Organizational Justice on Turnover Intention

This study found a direct relationship between organizational justice and turnover intention in the form of a significant relationship. The lower the employee's perception of organizational justice the company applies, the higher the turnover intention will increase. This is reflected in the employee's response to the item with the highest average value of "I feel treated well during work", this item is one of the items of the interactional justice indicator. This indicates that employees of PT. Telkom Access Indonesia, Tbk Malang feels treated both by superiors and decision-makers in the company. So, if employees feel bad or unfair treatment, there is a high possibility of turnover intention in them.

Furthermore, the item of the procedural justice indicator "I feel involved in formulating policies" received the lowest score, this response showed that PT. Telkom Access Indonesia, Tbk Malang, feels it is not involved in formulating company policies. This is due to the status of the company PT. Telkom Access Indonesia, Tbk Malang, which is a subsidiary of PT. Telekomunikasi Indonesia, Tbk which implements a centralized system in policy determination. The results of this study show that PT. Telkom Access Indonesia, Tbk Malang has implemented organizational justice well, which is reflected in the responses of the research respondents.

The Effect of Workload on Intention Turnover

The results of testing the direct relationship between workload and turnover intention in this study did not show any association. Directly workload has no significant effect on turnover intention. That is, the greater the workload felt by company employees will not affect their turnover intentions. The response to the physical demand indicator item "I am required to work harder" got the highest average. This response shows that respondents feel the company requires them to work harder to achieve work targets. However, this has not been able to bring up turnover intention in employees (ERAT, KITAPÇI, & ÇÖMEZ, 2017) in them. Empirically explain the impact of (Tourani et al., 2016a) workload Low in addition to increasing employee job satisfaction and improving employee performance, it can also reduce the turnover rate of intention.

The Effect of Job Stress on Turnover Intention

This study found a direct relationship between job stress and turnover intention in the form of a significant influence. The higher the employee's job stress level, the greater the employee's turnover intention. So, when employees feel excessive job stress, they likely leave the company.

Judging from the table of the frequency distribution of job stress with physiological disorder indicator items "I feel disturbed by a fast heartbeat" and psychological disorder indicator items "I feel my work is a big pressure for myself," it is known that the level of job stress in employees at PT. Telkom Access Indonesia, Tbk Malang is low. This means employees at PT. Telkom Access

Indonesia, Tbk has good stress control. When individuals have good control over their stress, they are less likely to be affected by job stress (Robbins, 2018).

Lusier and Hendon (2018) stated that everyone's stress level is different. This is because the stress level depends on how the individual receives stress. Some individuals have better control over their stress than others. This statement is in line with the results of this study, which shows that employees have control over their stress so that the stress level of employees at PT. Telkom Access Indonesia, Tbk Malang is low (Ahn & Chaoyu, 2019; Yang et al., 2021). The excess also formulates appropriate intervention measures to prevent excessive job stress and reduce the turnover intention.

The Effect of Organizational Justice on Job Stress

Against job stress (Kamran & Thomas, 2021; Pérez-Rodríguez, Topa, & Beléndez, 2019; Top & Tekingunduz, 2018). This means that the worse the implementation of organizational justice in the company, will increase employee job stress. Based on the response to the item "I feel treated well during work," respondents assess that when they are not treated well while working at the company, they tend to experience job stress (Robbins & Judge, 2017) (Pérez-Rodríguez et al., 2019). Has a role in improving employee job stress. The company is expected to continue implementing organizational justice job stress Because it can adversely affect employees' turnover intention (Newstrom, 2007).

The Effect of Workload on Job Stress

According to Kokoroko and Sanda (2019), workload with job stress is in the form of positive and significant relationships. The results of this study show that (Kokoroko & Sanda, 2019) workload significantly positively affects job stress. That is, respondents rate workload as excessive, and then they tend to experience job stress. Judging from employee responses to item "I feel required to work faster" shows that with these demands, employees tend to experience workload, which has an impact on increasing job stress on themselves.

Yang They receive excess, then it will increase Job Stress on themselves. explained that almost every working condition in the company can trigger the occurrence of (Newstrom, 2007). Job stress, one of the factors that can cause that to happen is work overload. This statement confirms the results of this study. Empirically explains that increasing (Mansour & Tremblay, 2016) workload felt by employees will cause a significant increase in job stress in employees.

The effect of Organizational justice on turnover Intention mediated by Job Stress

In previous empirical studies on the effect of organizational justice and turnover intention, there were inconsistencies in the study results. Therefore, this study sought to deepen the findings using job stress mediating variables. This study found that organizational justice significantly negatively affects job stress and turnover intention. Furthermore, Job Stress is known to have a significant positive effect on turnover intention. This study found that job stress could mediate the relationship between the two variables (Hair, et al; 2021). So it can be concluded that the job stress variable in the study was able to mediate the influence of organizational justice on partial turnover intention.

Organizational justice then will bring up job stress and turnover intention; Lusier dan Hendon (2018) explain that the level of stress yang Each individual feels different depending on how Individual Acceptance with stress; one stressor the most Impact on employees is unfulfilled organizational justice (Newstrom, 2007).

Based on the statement above, it is concluded that the role of job stress as a mediation variable can mediate the relationship between organizational justice variables and turnover intention. So, the sixth hypothesis in this study was accepted. Job stress can explain the relationship

or mechanism that causes the relationship between organizational justice variables and turnover intention.

The effect of workload on turnover Intention Mediated by Job Stress

There are inconsistencies in previous empirical studies on the effect of workload on turnover intention, so this study seeks to deepen the findings by adding mediation variables. In this study, it is known that workload does not have a significant effect on turnover intention, job stress has a significant positive relationship with turnover intention. Thus, research shows that job stress fully mediates the relationship between workload to turnover intention. So, the greater the workload the employee feels, the greater the employee's job stress and turnover intention.

Job stress (Holland, Tham, Sheehan, & Cooper, 2019) Employee job stress can trigger employee turnover intention. Based on the statement above, it can be concluded that job stress mediates the relationship between workload and turnover intention. Judging from the path coefficient value, Job Stress mediation has a path coefficient value that is better than the path value of the workload coefficient against direct turnover intention. So, the seventh hypothesis in this study was accepted. Job stress is considered to show the link or mechanism that causes the relationship between workload variables and turnover intention.

CONCLUSION

This research delves into the intricate interplay of organizational justice, workload, and employee turnover intention, specifically focusing on PT. Telkom Access Indonesia, Tbk Malang. The findings reveal that good organizational justice, encompassing distributive, procedural, and interactional justice, is pivotal in diminishing employee turnover intention. Conversely, workload alone is incapable of elevating turnover intention within the company. However, job stress is a critical factor that directly correlates with increased turnover intention. Notably, the study uncovers a dual mediation role of job stress: firstly, organizational justice influences turnover intention directly or through mediating job stress, and secondly, job stress acts as a full mediator in the relationship between workload and turnover intention. Furthermore, the research underscores the interconnectedness of organizational justice, workload, and job stress, highlighting that poor organizational justice escalates employee job stress, and increased workload heightens job stress levels. Consequently, organizations that prioritize and effectively implement organizational justice practices will likely experience lower levels of job stress and, subsequently, reduced employee turnover intention.

BIBLIOGRAPHY

- Ahmed, Faisal, & Alam, M. Absar. (2021). *Business Environment: Indian and Global Perspective*. PHI Learning Pvt. Ltd.
- Ahn, Ji Young, & Chaoyu, Wang. (2019). Job stress and turnover intention revisited: Evidence from Korean firms. *Problems and Perspectives in Management*, 17(4), 52–61. [https://doi.org/10.21511/ppm.17\(4\).2019.05](https://doi.org/10.21511/ppm.17(4).2019.05)
- Allal-Chérif, Oihab, Aranega, Alba Yela, & Sánchez, Rafael Castaño. (2021). Intelligent recruitment: How to identify, select, and retain talents from around the world using artificial intelligence. *Technological Forecasting and Social Change*, 169, 120822.
- Bajrami, Dunja Demirović, Terzić, Aleksandra, Petrović, Marko D., Radovanović, Milan, Tretiakova, Tatiana N., & Hadoud, Abosa. (2021). Will we have the same employees in

hospitality after all? The impact of COVID-19 on employees' work attitudes and turnover intentions. *International Journal of Hospitality Management*, 94, 102754.

- Belete, A. K. (2018). Turnover intention influencing factors of employees: An empirical work review. *Journal of Entrepreneurship & Organization Management*, 7(3), 1–7.
- Dewi, Sumartini, & Wulandari, Sri. (2023). Corporate Criminal Liability Telecommunication Company Against Consumer Personal Information Data Leakage in Indonesia. *International Conference On Law, Economics, and Health (ICLEH 2022)*, 198–209. Atlantis Press.
- ERAT, Serhat, KITAPÇI, Hakan, & ÇÖMEZ, Pinar. (2017). The effect of organizational loads on work stress, emotional commitment, and turnover intention. *International Journal of Organizational Leadership*, 6(2), 221–231. <https://doi.org/10.33844/ijol.2017.60304>
- Greenberg, Jerald. (2018). Employee theft as a reaction to underpayment inequity: The hidden cost of pay cuts. In *occupational crime* (pp. 99–106). Routledge.
- Holland, Peter, Tham, Tse Leng, Sheehan, Cathy, & Cooper, Brian. (2019). The impact of perceived workload on nurse satisfaction with work-life balance and intention to leave the occupation. *Applied Nursing Research*, 49(June), 70–76. <https://doi.org/10.1016/j.apnr.2019.06.001>
- Kamran, Mahwish, & Thomas, Martin. (2021). The Effect of Teachers' Perception of Organizational Justice on their Job Stress. *International Journal of Organizational Leadership*, 10, 89–98. <https://doi.org/10.33844/ijol.2021.60537>
- Kokoroko, Emmanuel, & Sanda, Mohammed A. (2019). Effect of Workload on Job Stress of Ghanaian OPD Nurses: The Role of Coworker Support. *Safety and Health at Work*, 10(3), 341–346. <https://doi.org/10.1016/j.shaw.2019.04.002>
- Kurniawan, Tonni Agustiono, Meidiana, Christia, Othman, Mohd Hafiz Dzarfan, Goh, Hui Hwang, & Chew, Kit Wayne. (2023). Strengthening waste recycling industry in Malang (Indonesia): Lessons from waste management in the era of Industry 4.0. *Journal of Cleaner Production*, 382, 135296.
- Newstrom, John W. (2007). *Organizational behavior: Human behavior at work [Perilaku organisasional: Perilaku manusia di tempat kerja]*.
- Pérez-Rodríguez, Vanessa, Topa, Gabriela, & Beléndez, Marina. (2019). Organizational justice and work stress: The mediating role of negative, but not positive, emotions. *Personality and Individual Differences*, 151(April), 109392. <https://doi.org/10.1016/j.paid.2019.04.047>
- Priyandita, Gatra, van der Kley, Dirk, & Herscovitch, Benjamin. (2022). *Localization and China's Tech Success in Indonesia*. CEIP: Carnegie Endowment for International Peace.
- Robbins, Stephen P., & Judge, Timothy A. (2017). *Organizational Behavior*, Seventeenth Edition, Global Edition. *Pearson Education Limited*, 747.
- Sachs, Michael. (2021). *Fiscal Dimensions of South Africa's Crisis*. Southern Centre for Inequality Studies, University of Witwatersrand.
- Sazili, Sazili, Indarti, Sri, & Efendi, Riyanto. (2022). Turnover Intention Influenced by Work Environment and Job Satisfaction. *International Journal of Social Science Research and Review*, 5(6), 102–108.
- Top, Mehmet, & Tekingunduz, Sabahattin. (2018). The Effect of Organizational Justice and Trust on Job Stress in Hospital Organizations. *Journal of Nursing Scholarship*, 50(5), 558–566. <https://doi.org/10.1111/jnu.12419>
- Tourani, Sogand, Khosravizadeh, Omid, Omrani, Amir, Sokhanvar, Mobin, Kakemam, Edris, & Journal of Management, Economic and Financial, Vol. 2, No. 1 January 2024

- Najafi, and. (2016a). The Relationship between Organizational Justice and Turnover intention of Hospital Nurses in Iran. *Materia Socio Medica*, 28(3), 205. <https://doi.org/10.5455/msm.2016.28.205-209>
- Tourani, Sogand, Khosravizadeh, Omid, Omrani, Amir, Sokhanvar, Mobin, Kakemam, Edris, & Najafi, Behnam. (2016b). The relationship between organizational justice and turnover intention of hospital nurses in Iran. *Materia Socio-Medica*, 28(3), 205.
- Wahda, Mursalim, Fauziah, & Asty. (2020). Extra-role behavior improvement model: Organizational learning culture, organizational trust, and organizational justice approach. *International Journal of Engineering Business Management*, 12, 1847979020963774.
- Yang, Tianan, Jin, Xuan, Shi, Hubin, Liu, Yexin, Guo, Yuangeng, Gao, Yongchuang, & Deng, Jianwei. (2021). Occupational stress, distributive justice and turnover intention among public hospital nurses in China: A cross-sectional study. *Applied Nursing Research*, 61(5), 151481. <https://doi.org/10.1016/j.apnr.2021.151481>
- Zambon, Stefano. (2017). Intangibles and intellectual capital: an overview of the reporting issues and some measurement models. *The Economic Importance of Intangible Assets*, 153–183.
- Zhang, Long, Fan, Chuanhao, Deng, Yulin, Lam, Chak Fu, Hu, Enhua, & Wang, Lingyun. (2019). Exploring the interpersonal determinants of job embeddedness and voluntary turnover: A conservation of resources perspective. *Human Resource Management Journal*, 29(3), 413–432.

Copyright holder:

Haryo Bhaskoro, Noermijati, Nanang Suryadi (2024)

First publication right:

Journal of Management, Economic and Financial

This article is licensed under:

