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The Impact of Workplace Compassion and Organizational Justice on Turnover Intention: The Mediating Role of Job Satisfaction at the Regional General Hospital

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Abstract
Turnover intention among healthcare professionals represents a critical challenge to the stability and continuity of clinical services in hospitals. This study aims to analyze the influence of Workplace Compassion and Organizational Justice on Turnover Intention, with Job Satisfaction serving as a mediating variable at a regional general hospital. Utilizing a quantitative explanatory approach, data were collected from 153 nurse respondents through structured surveys and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that Workplace Compassion and Organizational Justice have significant positive effects on Job Satisfaction. However, an anomaly was found whereby Job Satisfaction and Workplace Compassion did not significantly exert a direct influence on reducing Turnover Intention. In contrast, Organizational Justice proved to be a robust predictor, influencing Turnover Intention both directly and through the partial mediation of Job Satisfaction (VAF = 33.1%). These findings imply that to reduce turnover rates, hospital management should not merely rely on compassion and emotional satisfaction, but must prioritize the reinforcement of organizational justice and structural commitment.
Keywords: *Workplace Compassion, Organizational Justice, Job Satisfaction, Turnover Intention, PLS-SEM*

A. INTRODUCTION

Turnover intention among healthcare professionals is widely recognized as a critical issue affecting the stability of organizational operations and the quality of clinical services in healthcare institutions (Skelton et al., 2020). High levels of turnover intention often lead to substantial organizational losses, including increased recruitment costs and the erosion of valuable clinical expertise and tacit knowledge (Kristanti et al., 2021). Consequently, turnover intention has become a central concern in management research, particularly in ensuring service sustainability and organizational well-being (Guzzo et al., 2022).

Prior studies have consistently identified chronic work pressure and long working hours as key drivers of turnover intention (Kachi et al., 2020). In parallel, job satisfaction has been widely acknowledged as a critical determinant of employee well-being and retention, reflecting the

alignment between employee expectations and organizational realities. Empirical evidence suggests that factors such as leadership, work communication, and organizational culture significantly contribute to the formation of job satisfaction, which in turn influences employee loyalty and retention outcomes (Mawaddah et al., 2025). However, the relationship between job satisfaction and turnover intention remains inconsistent across contexts. Without appropriate organizational interventions, excessive job demands may lead to burnout, thereby intensifying employees' intentions to leave (Buonomo et al., 2022).

In high-pressure environments such as hospitals, employee well-being is further shaped by the balance between job demands and organizational resources. Workload has been identified as a major stressor that negatively affects psychological well-being, while distributive justice serves as a critical organizational resource that enhances employee satisfaction and resilience (Indriyani et al., 2025). Grounded in the Job Demands–Resources (JD-R) model and Equity Theory, these findings highlight that perceptions of fairness play a fundamental role in mitigating stress and sustaining employee engagement. When employees perceive fairness in organizational processes and outcomes, they are more likely to experience higher levels of well-being and remain committed to the organization.

From a broader organizational perspective, the role of justice extends beyond well-being to shaping employees' psychological attachment and long-term commitment. Procedural and informational justice foster transparency, trust, and meaningful communication within organizations (Mahadianto et al., 2025). These dimensions of justice are especially relevant in collectivist contexts, where shared values and group orientation strengthen the relationship between fairness perceptions and employee attitudes. Importantly, justice-based mechanisms may directly influence employees' decisions to stay or leave, even without being fully mediated by affective variables such as job satisfaction.

Despite the growing body of literature, research examining turnover intention within the context of regional general hospitals remains limited (Zulfiyandi et al., 2021). Moreover, the roles of workplace compassion and organizational justice as protective factors in mitigating turnover intention have not been extensively integrated within a single analytical framework, especially in high-demand public service environments (Yasin et al., 2020). This gap is significant, as healthcare organizations require both affective (compassion-based) and structural (justice-based) mechanisms to effectively manage employee retention.

Based on this gap, the present study aims to examine the effects of workplace compassion and organizational justice on turnover intention, with job satisfaction serving as a mediating variable, in the context of a regional general hospital. This study contributes to the literature in two main ways. First, it advances organizational psychology theory by integrating protective factors—namely compassion and justice—within a mediation framework to better explain employee retention dynamics. Second, it extends existing models by highlighting the differential roles of affective and structural mechanisms in shaping turnover intention, thereby offering practical insights for hospital management in designing more effective and sustainable retention strategies.

B. LITERATURE REVIEW

Theoretical Framework

The theoretical foundation of this study integrates several key theories from organizational behavior and positive psychology. Social Exchange Theory (Blau, 1964) posits that employees' decisions to remain in or leave an organization are shaped by perceived reciprocal exchanges between the employee and the organization. When employees perceive imbalances—such as unfair treatment or lack of support—they are more likely to withdraw. The Job Demands–Resources (JD-R) Model (Bakker & Demerouti, 2007) provides a robust framework for understanding turnover intention by distinguishing between job demands (e.g., workload, emotional strain) and job resources (e.g., social support, fairness, compassion). Affective Events Theory (Weiss & Cropanzano, 1996) suggests that emotional experiences at work significantly influence employees' attitudes and behaviors. Compassionate interactions create positive affective experiences that enhance job satisfaction and organizational attachment. Equity Theory (Adams, 1965) frames organizational justice as a critical determinant of employee attitudes, whereby employees continuously evaluate

the fairness of their inputs relative to outcomes; perceived fairness fosters trust and commitment, while perceived injustice leads to withdrawal behaviors.

Variable Definitions

Workplace Compassion (X1) refers to the capacity of individuals and organizations to notice, feel, and respond to the suffering of others within the work environment (Lilius et al., 2008). It encompasses both emotional recognition and meaningful actions aimed at alleviating distress. Organizational Justice (X2) refers to employees' perceptions of fairness within the organization, encompassing distributive, procedural, interpersonal, and informational dimensions (Colquitt et al., 2001). Job Satisfaction (M) is defined as a positive emotional state resulting from the appraisal of one's job or job experiences (Spector, 1997), serving as the mediating variable in this study. Turnover Intention (Y) is defined as an employee's conscious and deliberate willingness to leave the organization (Mobley, 1977), representing the final stage of a cognitive withdrawal process.

Research Hypotheses

Based on the theoretical framework and prior empirical evidence, the following hypotheses are proposed:

H1: Workplace Compassion (X1) has a significant positive effect on Job Satisfaction (M).
H2: Organizational Justice (X2) has a significant positive effect on Job Satisfaction (M).
H3: Workplace Compassion (X1) has a significant negative effect on Turnover Intention (Y).
H4: Organizational Justice (X2) has a significant negative effect on Turnover Intention (Y).
H5: Job Satisfaction (M) has a significant negative effect on Turnover Intention (Y).
H6: Job Satisfaction (M) mediates the relationship between Workplace Compassion (X1) and Turnover Intention (Y).
H7: Job Satisfaction (M) mediates the relationship between Organizational Justice (X2) and Turnover Intention (Y).

C. METHODOLOGY OF RESEARCH

Research Design

This study employs a quantitative approach with an explanatory (causal) research design to examine the relationships among workplace compassion, organizational justice, job satisfaction, and turnover intention. The explanatory design is appropriate as it allows for testing theoretically grounded causal relationships between variables and evaluating both direct and indirect effects within a structured model (Hair et al., 2021). The study adopts a cross-sectional design, as data were collected at a single point in time, providing an efficient snapshot of respondents' perceptions within a specific organizational context (Sekaran & Bougie, 2016; Creswell, 2014).

Population and Sample

The population of this study consists of healthcare professionals, specifically nurses working in operational units of a regional general hospital. Nurses were selected as the unit of analysis due to their central role in healthcare service delivery and their high exposure to work-related stressors, making them particularly relevant for examining turnover intention. A purposive sampling technique was employed to ensure respondents met specific inclusion criteria: (1) having a minimum tenure of one year, and (2) being actively employed at the time of data collection. These criteria were applied to ensure respondents possessed sufficient organizational experience to provide reliable evaluations of workplace conditions (Etikan et al., 2016). The final sample consisted of 153 respondents, which satisfies the minimum requirements for SEM analysis as recommended by Hair et al. (2021).

Data Type and Collection Technique

Primary data were collected through a structured questionnaire survey distributed both offline and online during January 2026. Secondary data were obtained from internal organizational documents, institutional reports, and relevant academic literature. All variables were measured using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Measurement instruments were adapted from well-established scales: Workplace Compassion from the Compassion Scale (Pommier et al., 2020); Organizational Justice from Colquitt et al. (2001); Job Satisfaction from the Job Satisfaction Survey (Spector, 1997); and Turnover Intention from Abrams et al. (1997).

Table 3.1. Latent Variables and Indicators

Latent Variable	Indicators	Reference
Workplace Compassion (X1)	1. My coworkers show care when I am going through difficult times. 2. My coworkers pay close attention to my well-being. 3. My coworkers comfort me when I feel sad. 4. My coworkers are attentive when I share my problems. 5. My coworkers patiently listen to my concerns. 6. My coworkers are sensitive to my emotions, even when I do not express them verbally.	(Pommier et al., 2020)
Organizational Justice (X2)	1. Distributive justice: Rewards reflect my effort, performance, and contributions. 2. Procedural justice: Organizational procedures are consistent, unbiased, and ethically applied. 3. Interpersonal justice: I am treated with respect and dignity by my supervisor. 4. Informational justice: My supervisor provides clear and transparent explanations regarding procedures.	(Colquitt et al., 2001)
Job Satisfaction (M)	1. I am satisfied with my coworkers and supervision. 2. I am satisfied with the fairness of my salary and compensation. 3. I am satisfied with opportunities for promotion and career development. 4. I am satisfied with communication and clarity of job responsibilities. 5. I feel proud of and interested in the work I do.	(Spector, 1997)
Turnover Intention (Y)	1. I intend to leave this organization within the next few months. 2. I intend to leave this organization within the next few years. 3. I frequently think about leaving this organization. 4. I intend to remain in this organization until retirement. (reverse-coded)	(Abrams et al., 1997)

Validity and Reliability Assessment

Convergent validity was evaluated using factor loadings and Average Variance Extracted (AVE), with acceptable thresholds of outer loadings ≥ 0.70 and AVE ≥ 0.50 (Hair et al., 2021). Discriminant validity was assessed using the Fornell–Larcker Criterion and the Heterotrait–Monotrait Ratio (HTMT ≤ 0.85). Construct reliability was confirmed using Cronbach's Alpha and Composite Reliability (CR), both requiring values ≥ 0.70 (Hair et al., 2019).

Data Analysis Technique

Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM), which enables simultaneous testing of multiple relationships including mediation effects. The analysis procedure consisted of: (1) descriptive statistics to characterize data distribution; (2) outer model evaluation to assess convergent validity, discriminant validity, and reliability; (3) inner model evaluation using R-square, f-square, and model fit indices; and (4) hypothesis testing via bootstrapping to obtain path coefficients, t-statistics, and p-values—hypotheses are accepted when p-value < 0.05. Mediation effects were assessed using indirect path coefficients and Variance Accounted For (VAF).

D. RESULT AND DISCUSSION

Respondent Characteristics

The respondents were predominantly female (62.7%), reflecting the typical demographic composition of the nursing workforce in healthcare settings. In terms of age, the majority fell within the productive range of 25–40 years (45.2%). Regarding tenure, 65.1% of respondents had more than three years of work experience, ensuring that evaluations of workplace conditions were grounded in adequate organizational familiarity.

Table 4.1. Respondent Characteristics

Category	Frequency (f)	Percentage (%)	Description
Gender: Female	96	62.7%	
Gender: Male	57	37.3%	Male respondents are minority
Age: 18–25 years	33	21.6%	
Age: 25–40 years	69	45.2%	Majority of respondents
Age: 40–50 years	38	24.8%	
Age: > 50 years	13	8.5%	
Tenure: < 1 year	11	7.2%	
Tenure: 1–3 years	42	27.5%	
Tenure: > 3 years	100	65.1%	Most respondents are experienced
Total	153	100%	

Descriptive Statistics

Descriptive statistics were computed to describe respondent answer tendencies. All four constructs recorded mean scores in the high category, as presented in Table 4.2.

Table 4.2. Descriptive Statistics of Constructs

Variable	Mean	SD	Min	Max	Category
Workplace Compassion (X1)	4.089	0.584	2.250	5.000	High
Organizational Justice (X2)	4.062	0.602	2.580	5.000	High
Turnover Intention (Y)	2.972	1.153	1.000	5.000	Low
Job Satisfaction (M)	3.896	0.687	2.110	5.000	High

Workplace compassion recorded the highest mean score (M = 4.089), followed by organizational justice (M = 4.062) and job satisfaction (M = 3.896), all falling in the high category. This indicates that the hospital has successfully established a supportive work environment alongside strong perceptions of fairness. Despite the favorable levels observed in these supporting variables, turnover intention exhibits a mean score of 2.972, representing the lowest among all constructs. While categorized as low, this figure reflects an underlying latent intention among employees to consider leaving the organization, underscoring the need for a proactive retention strategy.

Measurement Model Evaluation (Outer Model)

All constructs satisfied the established criteria for reliability and convergent validity. Cronbach's Alpha values ranged from 0.846 (Workplace Compassion) to 0.956 (Organizational Justice), and all Composite Reliability (CR) values exceeded 0.70. Average Variance Extracted (AVE) values were all above 0.50, confirming adequate convergent validity at the construct level (Hair et al., 2021).

Table 4.3. Construct Reliability and Validity

Construct	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Workplace Compassion (X1)	0.846	0.847	0.896	0.684

Construct	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Organizational Justice (X2)	0.956	0.956	0.961	0.675
Turnover Intention (Y)	0.851	0.850	0.900	0.694
Job Satisfaction (M)	0.935	0.935	0.945	0.658

Structural Model Evaluation (Inner Model)

The R-square value for Job Satisfaction is 0.685, indicating that Workplace Compassion and Organizational Justice jointly explain 68.5% of the variance in job satisfaction—classified as substantial (Hair et al., 2021). The R-square for Turnover Intention is 0.391, falling within the moderate explanatory category. These values indicate adequate predictive relevance, while also suggesting that additional external factors contribute to turnover intention.

Table 4.4. R-Square of Endogenous Constructs

Construct	R Square	R Square Adjusted
Job Satisfaction (M)	0.685	0.680
Turnover Intention (Y)	0.391	0.380

Hypothesis Testing: Direct Effects

Hypothesis testing was conducted using path coefficients, t-statistics, and p-values obtained from bootstrapping (5,000 subsamples). At a 5% significance level (two-tailed), a relationship is significant when $t > 1.96$.

Table 4.5. Direct Effects Hypothesis Testing Results

Path	Coefficient (β)	t-Statistic	p-Value	Decision
WC → JS (H1)	0.297	2.562	0.010	Supported
OJ → JS (H2)	0.601	5.616	0.000	Supported
WC → TI (H3)	−0.190	1.860	0.063	Not Supported
OJ → TI (H4)	−0.432	3.067	0.002	Supported
JS → TI (H5)	0.156	1.281	0.201	Not Supported

Note: WC = Workplace Compassion; OJ = Organizational Justice; JS = Job Satisfaction; TI = Turnover Intention. * significant at $p < 0.05$.

Mediation Effects

Mediation testing was conducted by assessing indirect path coefficients and their significance levels. Table 4.6 presents the results.

Table 4.6. Mediation Effects (Specific Indirect Effects)

Indirect Path	β_ind	t-Stat	p-Value	CI 2.5%	CI 97.5%	VAF	Type
OJ → JS → TI (H7)	0.214	2.288	0.022	0.025	0.389	33.1%	Partial Mediation
WC → JS → TI (H6)	0.106	1.523	0.128	0.007	0.284	N/A	No Mediation

H6 is not supported: Job Satisfaction does not mediate the relationship between Workplace Compassion and Turnover Intention ($p = 0.128$). H7 is supported: Job Satisfaction partially mediates the relationship between Organizational Justice and Turnover Intention (VAF = 33.1%; $p = 0.022$), indicating that Organizational Justice influences Turnover Intention both directly and indirectly through Job Satisfaction.

Discussion

Workplace Compassion and Turnover Intention

The finding that workplace compassion has a negative but non-significant direct effect on turnover intention suggests that compassionate work environments do not automatically translate into reduced turnover intentions. This result challenges prior assumptions that emotional support alone is sufficient to retain employees (Lilius et al., 2008). From a JD-R perspective, workplace compassion functions as an emotional resource that enhances well-being but may not be strong enough to counterbalance high job demands or attractive external opportunities in high-pressure environments such as healthcare. Compassion appears to operate primarily as an affective enhancer—improving job satisfaction rather than directly influencing behavioral retention outcomes.

Organizational Justice and Turnover Intention

In contrast, organizational justice exhibits a strong and significant negative effect on turnover intention, confirming that fairness perceptions are a key structural determinant of employee retention. Consistent with Equity Theory (Adams, 1965) and Social Exchange Theory (Blau, 1964), when employees perceive fairness in outcomes, procedures, and interpersonal treatment, they develop a sense of trust and reciprocal obligation toward the organization that reduces their intention to leave. The strong effect of organizational justice further indicates that employees in healthcare settings are highly sensitive to fairness in workload distribution, scheduling, and reward systems.

The Mediating Role of Job Satisfaction

The mediating analysis reveals that job satisfaction partially mediates the relationship between organizational justice and turnover intention (VAF = 33.1%), but does not mediate the relationship between workplace compassion and turnover intention. The partial mediation result indicates that organizational justice not only enhances job satisfaction but also directly reduces turnover intention, reinforcing its dual role as both a psychological and structural determinant. Interestingly, job satisfaction itself does not have a significant direct effect on turnover intention, suggesting a decoupling between affective evaluation and behavioral intention—employees may feel satisfied with their jobs but still consider leaving due to external or long-term career considerations.

Integrated Interpretation

Overall, the findings suggest a shift from affective-driven to structure-driven retention mechanisms. While workplace compassion and job satisfaction contribute to a positive work experience, they are insufficient to directly prevent turnover intention. Instead, structural factors—particularly organizational justice—play a more decisive role in influencing employees' decisions to stay or leave. These findings provide the following practical implications:

- Prioritize organizational justice: Management should strengthen fairness in procedures, workload distribution, and reward systems, as these factors have the most significant impact on reducing turnover intention.
- Complement emotional with structural strategies: While fostering a compassionate work environment is beneficial, it should be complemented with fair and transparent organizational systems to achieve effective retention outcomes.
- Address long-term career factors: Organizations should incorporate career development, promotion opportunities, and long-term incentives to address external drivers of turnover intention.
- Integrate justice into burnout prevention: Given the high-stress nature of healthcare work, organizational justice can serve as a protective mechanism against burnout and psychological withdrawal.

E. CONCLUSIONS

This study concludes that the mechanism underlying the reduction of turnover intention among healthcare professionals is more strongly driven by organizational justice than by affective factors such as workplace compassion or job satisfaction. The following conclusions are drawn:

- Workplace Compassion (X1) has a significant positive effect on Job Satisfaction (M), but does not have a significant direct effect on Turnover Intention (Y).
- Organizational Justice (X2) has a significant positive effect on Job Satisfaction (M) and a significant negative direct effect on Turnover Intention (Y).
- Job Satisfaction (M) does not have a significant direct effect on Turnover Intention (Y).
- Job Satisfaction (M) does not mediate the relationship between Workplace Compassion and Turnover Intention.
- Job Satisfaction (M) partially mediates the relationship between Organizational Justice and Turnover Intention (VAF = 33.1%).

Implications

Theoretically, this study extends Social Exchange Theory and the JD-R Model by demonstrating that structural mechanisms (organizational justice) exert a stronger influence on behavioral intentions (turnover) than affective mechanisms (compassion and satisfaction) within healthcare contexts. Practically, the findings suggest that organizations should prioritize the strengthening of distributive and procedural justice to build long-term employee commitment and effectively reduce turnover intention.

Limitations and Recommendations

This study has limitations arising from its cross-sectional design, self-report data, and restriction to a single hospital context. Future research is recommended to: (1) employ longitudinal designs to capture dynamic changes in turnover intention; (2) incorporate external variables such as compensation, career growth opportunities, and work-life balance; and (3) explore moderating variables such as leadership style or organizational culture to enhance model comprehensiveness and generalizability.

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