THE IMPACT OF ORGANIZATIONAL JUSTICE AND EMPLOYEE ENGAGEMENT ON NURSES' JOB SATISFACTION AND INTENTION TO STAY: A CASE STUDY OF A PUBLIC HOSPITAL IN THAILAND.

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ABSTRACT

In recent years, the issue of shortage of nursing staff has become a great concern in the health sector of most countries including Thailand and measures to evade a sustained effect has been a global effort for the health of the populace and the economy as well. This may be as a result of migration, work-life imbalance, advancement in technology, turnover, ageing and retirement of workforce. The objectives of the research were to examine the impact of organizational justice and employee engagement on nurses' job satisfaction and intention to stay and provides suggestions to improve the hospital's overall performance through continuous evaluation of nurses (employees) perception of organizational operations. The study was conducted among nurses of a public Hospital in Thailand in October 2020 and a descriptive approach and quantitative methods were employed for collection and analysis of data. The data was collected via distribution of questionnaires and a total of 261 questionnaires were used for analysis. Data evaluation involved the use of descriptive analysis and linear regression was used to test hypotheses. The research findings showed positive significant relationships between organizational justice and job satisfaction (P-value < 0.05, β = 0.651), employee engagement and job satisfaction (P-value < 0.05, β = 0.558) and confirmed relationship between job satisfaction and intention to stay (P-value <0.05, β = 0.248). The study based on the findings suggests that hospital management should occasionally evaluate nurses' perception of organizational behavior and given the platform for interaction, sharing their opinion on how to improve their work for all to benefit.

Keywords : organizational justice, employee engagement, job satisfaction, intention to stay, nurse, public hospital

Introduction

Human resources are key ingredients in every social system and very necessary in the delivery of health care (Joseph & Huber, 2015). Nurses form an integral part of the health care system and their efforts, engagement and commitment are needed to achieve the desired result. Therefore keeping a constant supply of nurses becomes paramount for achieving populations' health. Unfortunately, this has not been the case in recent years as there has been an overwhelming shortage of nurses globally and this has had an unpalatable effect on the health and wellbeing of the population (Sawaengdee et al., 2016). A report from the International Council of Nurses (2002) showed that nurses represents the largest percentage of health care professionals and take care of 80% of patients globally, this was also corroborated by WHO in their world health data platform - the global health observatory (GHO)- in the article it was observed that over 50% of the national health workforce comprised of nurses and midwives, more than 55% of the member states reported that the number of nursing and midwifery personnel were below 40 per 10,000 population while 23% of the member states reported below 10 personnel. Also data from the GHO for Thailand in 2018 reported that there were 27.59 nursing and midwifery personnel per 10,000 population as against 29.57 in 2017 (WHO Global Health Observatory, June 2020). Furthermore, the COVID-19 pandemic has really impacted on the health workers especially nurses, the International Council of Nurses

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ภายใต้หัวข้อ "การจัดการนวัตกรรมสู่การยกระดับเศรษฐกิจฐานราก"

stated in their report in April 2020 that more than 100 nurses have died resulting from contracting the virus in their line of duty globally. Consequently there has been an increasing demand for health care in Thailand; as the economy of the country grows, the population is gradually moving to an aging society and will need highly experienced nurses (Sawaengdee, 2009). Howteerakul and Noree (2019) stated that one of the fundamental causes of shortage of nurses in Thailand is aging; out of 97,942 registered nurses, 63.4% were between 30 to 44 years and the average age of nurses rose from 30.5 years in 2000 to 37.8 years in 2005. Furthermore, excerpts from the Ministry of Public Health revealed that retirees snowballed from 803 in 2011 to 2,274 in 2015 and 17.6% were registered nurses; there was an approximate value of 87.8% increase in RNs retirement. (Howteerakul & Noree, 2019). This also corresponds with the study of Pagaiya et al. (2019) who found out from their forecast that in 2026 there will likely be profound shortage and dearth of nurses compared to other health professionals as the estimated supply was 180,992 while the actual demand will be about 186,901- 228,435 nurses. Another culprit to nursing shortage is turnover rate. The high turnover rate was discovered to be due to the demands of the job (high workloads), low job autonomy, substandard work condition, and insufficient organizational support. In Thailand, a survey showed that the turnover rate of nurses yearly amounts to 4.4% and was predicted to escalate to 15% in 2020 and about 30% of registered nurses are likely to leave the profession. (Howteerakul & Noree, 2019).

From the data revealed above it is mostly obvious that the nursing profession is facing an increase in ageing workforce, turnover from job and profession entirely and the dearth of younger registered nurses. From her findings, Sawaengdee (2009) found that of all of the reasons mentioned to quit nursing or change jobs, a higher percentage agreed that they do not want to do shift work. This corresponds with the study released by the European Union; Nurses' Early exit Study (NEXT Study) which found out that nurses quit their jobs because of the shift duties involved. The researcher focused on concepts of organizational behavior to explore the working conditions and reason for nurses staying or quitting their job.

Organizational justice

One of such concepts is organizational justice which is used to describe the function of fairness as it relates explicitly to the workplace (Al-Zu'bi, 2010). It helps explain why employees are outspoken or acts against inequitable outcomes or inappropriate procedures and interactions (Alsalem & Alhaiani, 2007). Employee's perceptions relate to three aspects of organizational justice: distributional justice, procedural justice, and interactional justice. Procedural justice refers to participants' (employees') perceptions about the fairness of the rules, measures and procedures that guides a process (Nabatchi et al., 2007), distributional justice refers to the perceived fairness of the outcomes that an employee gets from the organization. Outcomes may be discharged on the grounds of equality, need or performance and employees determine the fairness of this distributional through comparison with others (Alsalem & Alhaiani, 2007) and interactional justice, defined as the quality of interpersonal treatment received during the performance of organizational procedures (Bies & Moag, 1986). McAuliffe et al. (2010) studied on understanding job satisfaction amongst mid-level cadres in Malawi focusing on the contribution of organizational justice. The study analyzed how organizational justice impacted on the job satisfaction of mid-level health workers employed in 34 health centers in three districts of Malawi. Outcome of the study showed that perceived organizational justice strongly corresponds with level of job satisfaction, more especially the degree of information shared with them concerning changes and decision made in the health centers and promotion opportunities marked as remarkable factors to the employees' job satisfaction. It is therefore important that nurses are treated fairly in order to improve their satisfaction which increases

performance on the other hand poorly treated nurses are dissatisfied and this is evident in their attitudes as their productivity is affected as a response. Similarly, Li et al. (2020) confirmed that organizational justice has strong positive effect on perceived organizational support and perceived commitment among employee of road transportation company in China.

Employee engagement

On the other hand another important concept is employee engagement, it states that employee engagement is a sought-after state, it has an organizational purpose and implies involvement, commitment, fervor, drive, focused effort, and energy (Macey & Schneider, 2008). They went further to say that it is the willingness to contribute voluntarily and expend one's permissive effort to help the employer succeed. Dempsey and Reilly (2016) considered nurses' engagement as a degree of commitment to the organization where they work as well as their commitment to the profession ultimately. Primarily because nurses' engagement corresponds unequivocally with the quality of care, safety, and patient outcomes. As attested by the Press Ganey nurses' engagement survey, 15 nurses out of every 100 are reckoned to be disengaged thus leading to low productivity, high expenditures, and losses in revenue. Aside from these consequences of disengagement to the hospital management, nurses' retention rate is also affected; as disengaged nurses lack commitment and satisfaction for their job ultimately leading to turnover. (Dempsey & Reilly, 2016). Consistently, Hu et al. (2020) found that employee engagement has positive impact on employee commitment.

Job satisfaction

Also, (Spector as cited in Aziri B. 2011, p. 77) defined job satisfaction as the individuals feel about their job and its different facets. It involves the degree or level to which individuals like or dislike their job. Understanding job satisfaction helps to estimate employee behavior. Satisfied employees are unlikely to leave their employer, have lower rates of absenteeism and have higher productivity (Kosteas, 2011). A study carried out by Kalliath and Morris (2002) titled "job satisfaction among nurses: A predictor of burnout levels published in the journal of nursing administration". The study hypothesized that increased level of job satisfaction anticipates decreased level of burnout. Correspondents for the study includes nurses using the Maslach Burnout Inventory (MBI) to assess emotional exhaustion, depersonalization, and personal accomplishment while Katzell et al's job satisfaction scale was used to evaluate correspondent's response on job satisfaction. Results of the study depicted a remarkable direct adverse impact on emotional exhaustion. This means that the higher the degree of job satisfaction, the lower the degree of emotional exhaustion and burnout and vice versa. The path coefficient as well reveals a direct and indirect consequence of job satisfaction on burnout corroborating and validating the hypothesis. Job satisfaction is paramount as it improves job performance, increases productivity and efficiency. Satisfied nurses are less prone to negligence, it also increases self-worth, a sense of achievement as well as loyalty to the hospital. He/she is welcoming and cheerful to patients and other staff. (Kalliath & Morris, 2002).

Intention to stay

Lastly, Intention to stay is the probability, identified by themselves, of continuing as an employee in a certain organization. Closely related to this, are two other variables - the intention to leave and turnover. ''Intention to leave is considered a calculated, planned and deliberate inclination to leave an organization within the near future' while turnover is the rotation of the number of employees (Ferreira et al., 2015). Effective retention lessens the need for recruitment but anticipates careful attention to all stages of the employee experience

(Ferreira et al., 2015). People need to feel that their contributions to the organization are valued and it is manifested in their intentions to stay or leave the organization. To keep employees they need to feel they are part of the organization. To reduce the problem about employees leaving, various relevant measures need to be taken as organizations are now competing for talent. The solutions to improve retention of employees includes competitive salaries, comprehensive benefits, incentive programs, and similar initiatives like treating them with respect and dignity are important to be implemented. Besides, pay and financial incentives there is also need to increase employees' commitment, and satisfaction (Johari et al., 2012).

Identifying the specific factors that influences the decision to stay may be extremely productive and beneficial for an organization and many theoretical models have been designed to try to explain these factors. Reasons related to selflessness, personal development, considerations for the community and self-esteem are deduced as important motivational factors associated with the intention to stay (Ferreira et al., 2015). A publication in the journal of nursing management by McCarthy et al. (2007) on "Intention to leave or stay in nursing" examined the reasons why nurses and midwives in the Republic of Ireland leave their jobs. According to the literature, they proposed that intention to leave or stay is the last step in the decisive process. Questionnaires were distributed at random to 352 registered nurses in 10 hospital of the country. Findings showed that a higher percentage (60%) of the correspondents which consisted of young female and college trained nurses showed an intention to leave their current positions citing kinship responsibilities and job satisfaction as the most statistically outstanding reasons. Citing that the outcome of turnover is disadvantageous to the hospital management because there is disruption in the flow of work as reduced number nurses turn out to shift, leading to work overload, stress, and burnout. Also the management incurs cost of recruiting qualified nurses to fill these vacant positions, time, and resources to train newly registered nurses/fresh graduates.

Dewanto and Wardhani (2018) gave reasons why nurses quit their jobs and the perception of hospital managers in this context. From their study, hospital managers perceived that nurses quit for the following reasons: personal reasons (36.11%), accepting employment offer from another organization (33.33%), their working condition (27.78%) and other reasons (2.78%). Also from the hospital managers' point of view, the repercussions for nurses' turnover includes- an interference in hospital services, disruption in staffing operations, it increases hospital expenditures and reduces revenue as recruitment and training new nurses impacts on the finances of the hospital, it interrupts the managerial process and also patients and other health workers feel the impacts of nurses' turnover. They also expressed difficulty in finding replacements. (Dewanto & Wardhani, 2018).

Theories
Social exchange theory - The theory posited that a form of exchange or relationship exists between parties who are mutually dependent on one another and they are required and obliged to show commitment to their agreement (Cropanzano & Mitchell, 2005). This relationship is such that exists between an employer and an employee and so necessitates that both parties treat themselves fairly for the relationship to be productive and goal oriented. The tenets of social exchange theory are that over the course of time, the relationship manifests trust, loyalty, and commitment between parties provided that they maintain the rules of the exchange (Cropanzano & Mitchell, 2005). The theory provides a framework for employee engagement and job satisfaction and explains why some employees are engaged while others are not.
Herzberg's motivation-hygiene theory – This is a two-dimensional theory that highlights factors affecting employees' attitude towards work. On one hand are the motivation factors – achievement, recognition, work itself, responsibility, advancement, and growth. These are intrinsic factors and facilitates job satisfaction and

employee engagement. (Robbins & Judge, 2019). On the other hand are hygiene factors which are company policies, supervision, relationships, work conditions, salary, security etc. These are extrinsic factors and brings about job dissatisfaction; this dimension provides a framework that explains organizational justice. (Robbins & Judge, 2019).

Organizational justice and job satisfaction

Previous studies have shown a correlation between organizational justice and job satisfaction. A study carried out by Al-Zu'bi (2010), examined the relationship between organizational justice encompassed by three components: (distributional justice, procedural justice, and interactional justice) and job satisfaction in Jordan among employees from Electrical Industries Companies selected through a stratified random sampling method. The data was collected through the distributional of questionnaires to 229 employees. The study findings show that there was a positive association that exist between organizational justice and job satisfaction, stating that employee job satisfaction depends upon the organizational justice of managers.

Consequently, a similar study was carried out by Elamin and Alomaim (2011) in Saudi Arabia, the study consisted of 793 employees both Saudi Arabians and foreigners who worked in different companies. Regression analysis of the data gotten showed that perceived organizational justice was positively significant to job satisfaction.

Another study published in Abasyn University Journal of Social Sciences carried out by Afridi and Baloch 2018 compared the effect of organizational justice and job satisfaction in public and private universities in Khyber Pakhtunkhwa in Pakistan. The respondents involved were 550 employees comprising of teaching and non-teaching staff of the said universities. Findings from the study showed that dimensions of organizational justice (procedural and distributional justice) are positively and significantly associated with employees' job satisfaction. Based on these the current study proposed that organizational justice has a positive impact on job satisfaction.

Hypothesis 1: Organizational justice has a positive impact on job satisfaction.

Employee engagement and job satisfaction

In the relationship that exist between employee engagement and job satisfaction, various studies have been conducted. As employee engagement is a necessity for employee productivity and performance. A study was conducted by Kamalanabhan et al. (2009) in India among IT professionals to explore how employee engagement impacts perceived job satisfaction in the Information Technology Industry. They developed a scale for both employee engagement and job satisfaction which was more aligned to the IT industry, a tryout study was conducted with these scales using 30 graduate students enrolled in a management program in an Indian institute. Utilizing a sample size of 159 for the main study, the investigation showed that employee engagement had a significant and positive correlation with job satisfaction.

Similarly, investigations carried out by Andrew and Sofian (2012) on 104 human resource officers working at the Inland Revenue Board of Malaysia with the objective of ascertaining the influence of individual factors of employee engagement on work outcomes. The interaction between employee engagement and job satisfaction was tested amongst other variables and the result validates that there is a significant effect between employee engagement and job satisfaction.

Furthermore investigation conducted by Biswas and Bhatnagar (2013) corroborates the two studies mentioned above. The authors assessed the mediating role of employee engagement between perceived organizational support (POS) and person-organization fit (P-O fit) as the antecedents while organizational commitment and job satisfaction as the consequences. 246 full-time employees working in organizations located in north-central India

were used as correspondents, survey questionnaires were distributed and findings showed that there was a significantly positive influence of employee engagement on job satisfaction.

Hence this study proposed that employee engagement has a positive impact on job satisfaction.

Hypothesis 2: Employee engagement has a positive impact on job satisfaction.

Job satisfaction and intention to stay

Abualrub and Alghamdi (2012) researched on the impact of leadership styles of nurse managers on Saudi nurses' job satisfaction and their intent to stay at work. The research utilized 308 nurses from three groups; nurses who were either holding a registered nursing license and practicing as a registered nurse or having at least 6 months of experience in their current job or working under the direct supervision of a nurse manager in a hospital setting. Findings showed that as the level of nurses' job satisfaction increased, the level of their intention to stay at work also increased, implying a positive influence between both variables.

Chen et al. (2016) conducted a research on how Organization-based self-esteem mediates the effects of social support and job satisfaction on intention to stay in nurses from a medical Centre in Taiwan. A total of 791 nurses were used for the study. A hypothesis of Job satisfaction positively correlates with the intention to stay in nurses was postulated among others; investigation and findings showed an acceptance of the hypothesis. Thus proving that there is a significant positive correlation between job satisfaction and intention to stay.

James and Mathew (2012) carried out a study on employee retention strategies in the IT sector in Bangalore, India. Respondents used for this study were 225 employees from 50 IT firms who were members of NASSCOM and also listed in the NSE. Convenience sampling method was adopted for data collection. And findings showed that job satisfaction significantly influenced intention to stay.

Hypothesis 3: Job satisfaction has a positive impact on intention to stay.

Methods

Research design - This is a descriptive and exploratory study that has employed quantitative methods of data collection and analysis. The aim of the study is to expand theory and practice knowledge in relation to factors that mitigate against job satisfaction and intention to stay using survey methods.

Population and sample - This study used the formula from Yamane (1967) to determine the sample size of a known population. The formula assumes a confident level of 95% and the degree of variability of 0.5 with population size of nurses in the selected public hospital given as 700, the sample size is 255 with 95% level of precision. The selected public hospital was based on number of nurses, proximity, and size of the hospital hence a provincial hospital.

Data collection and procedures - A total of 600 survey questionnaires were distributed to nurses of the selected public hospital in Thailand, convenience sampling method was used to recruit respondents, and 261 questionnaires were used for analysis after carefully sorting out respondents with incomplete information. The questions were in two parts, the first part contained demographic information like gender, age, marital status, educational qualification, and work-related information such as years of nursing experience, shift pattern most frequently worked etc. While the second part included measurement items of related variables which are organizational justice, employee engagement, job satisfaction and intention to stay. Inclusion criteria for data collection are nurses who are licensed (registered nurses) and working in the hospital.

All measurements were adapted from previous studies with necessary key words related to a hospital context. All items for the variables- organizational justice, employee engagement, job satisfaction and Intention to stay-

were measured through a 5- point Likert- type scale that best describes their feelings – 1= strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; 5 = strongly agree.

Organizational justice: There are three dimensions of organizational justice: procedural justice, distributional justice and interactional justice used in this study.

Procedural justice: Six items developed by Niehoff and Moorman (1993) were adopted to measure procedural justice one of the items includes, 'Job decisions are made by the supervisor is an unbiased manner' etc.

Distributive justice: The variable was measured using a 5- item distributive justice scale developed by Niehoff and Moorman (1993). One of the item is: 'My work schedule is fair' etc.

Interactional justice: To measure interactional justice, a 9- item measurement was adopted from the work of Niehoff and Moorman (1993). One of the questions include: 'When decisions are made about my job, the supervisor treats me with kindness and consideration' etc.

Employee engagement: The variable was measured using a 6-item employee engagement scale developed by Simpson (2009). An item from the measurement items states that – 'I am encouraged to look for ways to improve my work processes and productivity' etc.

Job satisfaction: The variable job satisfaction was measured adapting the Brayfield and Rothe (1951) job satisfaction items, the items are 5 in number with the third and the fifth items were transformed to positive items (from the original reverse scale). One of which is – 'At this very moment, I am enthusiastic about my work' etc.

Intention to stay: The measurement for intention to stay was adopted from the McCain and McCloskey (1987) intention to stay scale. One of the items include – 'I plan to keep working at the hospital for at least 2 or 3 years' etc.

Data Analysis - Descriptive analysis was employed to analyze respondent demographic information. Descriptive analysis was also applied to explore mean of variable ratings. Multiple and simple linear regression were employed to test the hypotheses. Mean and standard deviation was also analyzed.

Validity and Reliability Test – According to table 1, the study found that organizational justice, employee engagement, job satisfaction, and intention to stay have sufficient convergent validity and reliability. The factor loadings from the table shows validity of items which ranged from 0.5- 0.7 (Hare et al., 2010). In addition, the composite reliability and Cronbach's alpha was employed to test internal consistency of measurement items of each variable and this ranged between 0.5-0.8 (Nunnally, 1978), showing internal consistency for reliability. The loadings of all measurement items for each construct were above 0.5. The number of items from the table 1 is the measurement items from each construct that exhibited a relationship with the latent construct.

Table 1 Validity and reliability tests

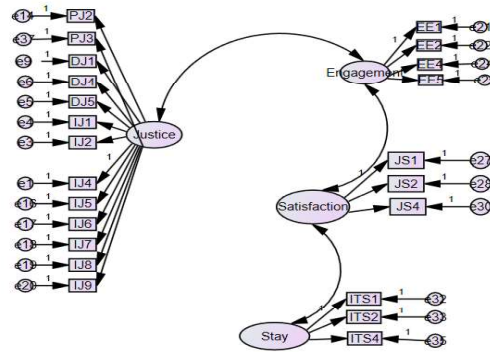|	Loadings	Cronbach alpha	Composite Reliability	Number of items
Organizational justice	0.470-0.566	0.828	0.812	13
Employee engagement	0.506-0.704	0.606	0.650	4
Job satisfaction	0.472-0.700	0.592	0.561	3
Intention to stay	0.531-0.607	0.514	0.635	3

Figure 1 CFA model

The confirmatory factor analysis is a statistical method used to test the hypothesis or measures of a construct to ascertain its consistency with the underlying latent construct. The CFA measured all 36 measurement items of organizational justice, employee engagement, job satisfaction and intention to stay and revealed that some measurement items from the variables had low factor loadings (<0.4), these items are 13 in all; 7 from organizational justice construct, 2 from employee engagement, job satisfaction and intention to stay constructs. After removal, the Root Mean Square Error of Approximation (RMSEA = 0.059) of the model shows a good fit. According to (Steiger, 2007), RMSEA should be less than 0.07. Therefore, CFA of this study is supported.

Results

Among 261 nurses, 85.4% (223) are female and 14.6% (38) are male. 27.6% (72) of respondents are between the ages of 25-29, 54.4% (142) are single and 73.9% (193) obtained a Bachelor of Nursing degree as their highest qualification. 34.9% (91) of the participants earns between 31,000- 40,000 per month, 35.2% (92) have less than 5 years of nursing experience, afternoon shift duty accounts for 42.1% (110) and participants who worked between 6-12 accounts for 64% (167) of the total number. 53.3% (139) have worked in the hospital for 1-5 years and 19.9% (52) works in internal medicine unit.

For hypothesis 1, the aim was to determine the impact of organizational justice on job satisfaction. The regression showed positive and significant impact on job satisfaction (P < .000, β = 0.651). Null hypothesis was rejected and alternate hypothesis was accepted corroborating with the findings of Al-Zu'bi (2010) whose study findings showed that there was a positive association that exist between organizational justice and job satisfaction, which means job satisfaction of employees depends on the fair treatment from the supervisors/managers. Also Elamin and Alomaim (2011) found that perceived organizational justice was positively significant to job satisfaction in their study carried out on 793 employees in Saudi Arabia. And Afridi and Baloch (2018) discovered from their study that dimensions of organizational justice (procedural and distributive justice) positively impact job satisfaction.

For hypothesis 2, a simple linear regression was carried out to determine the impact of employee engagement on job satisfaction. Findings on analysis showed a significant positive impact (P-value < .000, β = 0.558). The null hypothesis was rejected as P- value was less than 0.05 and alternate hypothesis was accepted. This finding supports the results of related literatures by Kamalanabhan et al. (2009), their investigation showed that employee engagement had a significant and positive correlation with job satisfaction. Also, Andrew and Sofian (2012) found out from their studies there is a significant effect between employee engagement and job satisfaction. Furthermore, Biswas and Bhatnagar (2013) found that the interaction between employee engagement

and job satisfaction was a significantly positive one. This proves that employee engagement is an attribute that needs to be present for job satisfaction to thrive.

For hypothesis 3, a simple linear regression was conducted to ascertain the impact of job satisfaction on intention to stay. Regression analysis showed a 95% confidence interval as P- value was less than 0.05 (P < .000, β = 0.248). There was a significant correlation between job satisfaction and intention to stay. Hence, job satisfaction has a positive impact on intention to stay. Alternate hypothesis was accepted and the result corroborates the studies of Abualrub and Alghamdi (2012) findings showed that as the level of nurses' job satisfaction increased, the level of their intention to stay at work also increased, suggestive of a positive influence between both variables. Also, Chen et al. (2016) proved from their findings that there is a significant positive correlation between job satisfaction and intention to stay; And James and Matthew (2012) found out from their studies that job satisfaction significantly influenced intention to stay. This means the decision to continue working in an organization or to quit depends on the job satisfaction of the employee.

Discussion

The present study suggests that issues that improves job outcomes – performance, productivity, reduced turnover etc. usually stems and emanates from the organization as well as the nurses themselves. And this is explicitly explained by the social exchange theory and Herzberg two factor theory. From the data analyzed for the organizational justice construct, it showed that details needed for work to be done are provided and made feasible to the nurse, but information expected for their personal motivation is lacking. Social exchange relationship demands reciprocity for the relationship to be built on trust and loyalty. For the various aspects of organizational justice; there are varying sizes of the effect on job satisfaction and the aspect that impacted the most was interactional justice (β = 0.888), then by procedural justice (β = -0.098) and finally distributional justice (β = -0.007). Interactional justice is defined as the quality of interpersonal treatment received during the performance of organizational procedures (Bies & Moag, 1986). By interpersonal it means a subjective or individualistic oriented type of treatment as perceived by the nurse, interpersonal relationship in the hospital setting might be hinged on attitude towards work, being able to follow instructions, resourcefulness, and a general sense of rapport between the nurse and the supervisor and co-workers. And decisions made by supervisors concerning the job decisions that affect nurses may come as result of their personal relationship with each nurse and vice versa. As individuals tends to repay the benefit they get with corresponding attitudes; however, it is important to create an environment that treats nurses with respect and dignity, decisions should incorporate the interest of every nurse with careful consideration on how decisions affect them. The finding on employee engagement construct depicted a strong effect size (β = 0.558) on job satisfaction; the perspective of the nurses' satisfaction with opportunities for career growth was low and this situation ultimately affects commitment as achievement, advancement and growth are motivators and should be inherent in the job. Job satisfaction had a small effect on intention to stay (β = 0.248) Nurses were neutral about their intent to stay in the job. This means that there may actually be low turnover rates in the long run. This result might be hinged on the ethics and moral standing of nurses whose orientation was aimed at providing healthcare and showing empathy and this may impact on the decision to stay. Also, there may be cultural interpretation or influence on this result as Thai citizens are easy going and less confrontational people (Tuohy, 2017). This can also be attributed to strategies employed by the government of Thailand and the Ministry of Public Health to produce more health personnel every year and evenly distribute them across provinces. The researcher suggests that a similar study is needed to ascertain the cross-cultural dimension of this model. This does not in any way conclude that turnover is

inevitable but highlights the probable reason for a small effect of job satisfaction on intention to stay. The variables used for this study all elicited responses from the nurses, their perceptions about their jobs and their supervisors and analysis were presented based on these responses. This seemed like a one-sided analysis. It would be of great value to the hospital and contribution to the body of research if the hospital management or supervisors gives ratings or their perceptions about the nurses are measured. This is necessary to give a broader perspective of the social exchange theory and improve the relationship further. Future studies should therefore consider using supervisors' perception as a variable. Recommendations to the hospital management are given thus: A comprehensive and routinely scheduled (biannual or quarterly) evaluation of nurses' perception of organizational behavior, encourage nurses to engage in participative decision making, make suggestion and be open about how work can be improved to benefit all stakeholders, should be able to ascertain the level of needs of employees and work towards meeting them.

Conclusion

The study has revealed the role of perceived organizational justice on job satisfaction among nurses, ascertain the level or impact of nurses' engagement on their job satisfaction as well as provide empirical evidence of factors that promote job satisfaction and its effect on intention to stay. It has shown the relationship between the variables and the effect size of the predictors on the dependent variables, from the results obtained the nurses in from the hospital showed a high level of correspondence that organizational justice and employee engagement impacts job satisfaction but are neutral about their intent on staying on the job. Also suggestions and recommendations were made based on the findings.

Suggestion for future research

Further research may evaluate the perceptions of other health professionals, supervisors and hospital management as well as conducting similar study in a private hospital. In addition, further research should include organizational commitment, perceived organizational support, and leadership in the research model.

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