


EVALUATING THE EFFECT OF ORGANIZATIONAL JUSTICE ON TURNOVER INTENTION IN THE PUBLIC HOSPITALS OF JORDAN: MEDIATED-MODERATED MODEL OF EMPLOYEE SILENCE, WORKPLACE BULLYING, AND WORK STRESS

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ARTICLE INFO	<u>ABSTRACT</u>
Article history:	<p>Purpose: The goal of this study is to determine how organizational justice (OJ), employee silence (ES), and workplace bullying (WB) affect turnover intention (TI). ES and WB play mediating roles in this study, and work stress (WS) acts as a moderator between ES, WB, and IT.</p>
<p>Received 07 July 2022</p>	<p>Design/methodology/approach: The study has selected for a quantitative method of analysis in order to meet its goal. 370 nurses from Jordan's public hospitals filled out questionnaires based on a random sample. Smart PLS 3.3.3 was used to evaluate the data.</p>
<p>Accepted 20 October 2022</p>	<p>Findings: Results show that OJ is highly impacted by IT. OJ also has a close relationship with ES and WB. ES and WB hence have a substantial relationship with IT. More significantly, the study showed that the OJ and IT were mediated through the ES and WB. Additionally, WS acts as a mediator between WB and IT.</p>
<p>Keywords:</p> <p>Work Stress; Workplace Bullying; Employee Silence; Organizational Justice; Turnover Intention.</p>	<p>Practical implications: This paper adds to the body of theoretical and applied research on turnover intention analysis. This study's theoretical framework should make it easier for individuals to understand the difficulties that come with the intention to turnover in Jordan's public hospitals. However, this study offers Jordanian decision-makers with useful guidance on how to encourage Jordanians to lessen their intentions to turnover by thoroughly examining the critical factors that influence turnover intention.</p>
	<p>Originality/value: It is important to take into account the rising rate of employee turnover at Jordan's public hospitals. Turnover has become a significant concern for management on a global scale.</p> <p>Doi: https://doi.org/10.26668/businessreview/2022.v7i3.0526</p>

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AVALIAR O EFEITO DA JUSTIÇA ORGANIZACIONAL SOBRE A INTENÇÃO DE ROTATIVIDADE NOS HOSPITAIS PÚBLICOS DA JORDÂNIA: MODELO MEDIADO E MODERADO DE SILÊNCIO DOS FUNCIONÁRIOS, BULLYING NO LOCAL DE TRABALHO E ESTRESSE NO TRABALHO

RESUMO

Objetivo: O objetivo deste estudo é determinar como a justiça organizacional (JO), o silêncio dos funcionários (ES) e o bullying no local de trabalho (WB) afetam a intenção de rotatividade (TI). ES e WB desempenham papéis mediadores neste estudo, e o estresse no trabalho (WS) atua como moderador entre ES, WB, e TI.

Design/metodologia/abordagem: O estudo selecionou um método quantitativo de análise a fim de atingir seu objetivo. 370 enfermeiros dos hospitais públicos da Jordânia preencheram questionários com base em uma amostra aleatória. O Smart PLS 3.3.3 foi usado para avaliar os dados.

Conclusões: Os resultados mostram que o JO é altamente impactado pela TI. OJ também tem uma relação próxima com ES e WB. ES e WB, portanto, têm uma relação substancial com a TI. Mais significativamente, o estudo mostrou que o JO e a TI foram mediados através do ES e WB. Além disso, a WS atua como mediadora entre a WB e a TI.

Implicações práticas: Este documento acrescenta ao conjunto de pesquisas teóricas e aplicadas sobre análise de intenção de rotatividade. A estrutura teórica deste estudo deve facilitar a compreensão das dificuldades que surgem com a intenção de rotatividade nos hospitais públicos da Jordânia. Entretanto, este estudo oferece aos tomadores de decisão jordanianos uma orientação útil sobre como encorajar os jordanianos a diminuir suas intenções de rotatividade, examinando minuciosamente os fatores críticos que influenciam a intenção de rotatividade.

Originalidade/valor: É importante levar em conta a crescente taxa de rotatividade de funcionários nos hospitais públicos da Jordânia. A rotatividade se tornou uma preocupação significativa para a administração em escala global.

Palavras-chave: Estresse no Trabalho, Intimidação no Local de Trabalho, Silêncio dos Funcionários, Justiça Organizacional, Intenção de Rotatividade.

EVALUACIÓN DEL EFECTO DE LA JUSTICIA ORGANIZATIVA SOBRE LA INTENCIÓN DE ROTACIÓN EN LOS HOSPITALES PÚBLICOS DE JORDANIA: MODELO MEDIADO-MODERADO DEL SILENCIO DE LOS EMPLEADOS, EL ACOSO LABORAL Y EL ESTRÉS LABORAL

RESUMEN

Objetivo: El objetivo de este estudio es determinar cómo la justicia organizativa (DO), el silencio de los empleados (ES) y el acoso laboral (WB) afectan a la intención de rotación (IT). ES y WB desempeñan papeles mediadores en este estudio, y el estrés laboral (WS) actúa como moderador entre ES, WB y TI.

Diseño/metodología/enfoque: El estudio ha seleccionado un método de análisis cuantitativo para cumplir su objetivo. 370 enfermeras de los hospitales públicos de Jordania rellenaron cuestionarios a partir de una muestra aleatoria. Se utilizó Smart PLS 3.3.3 para evaluar los datos.

Resultados: Los resultados muestran que el DO tiene un gran impacto en las TI. El DO también tiene una estrecha relación con ES y WB. Por lo tanto, ES y WB tienen una relación sustancial con IT. Más significativamente, el estudio mostró que el DO y el TI están mediados por el ES y el WB. Además, el WS actúa como mediador entre el WB y el IT.

Implicaciones prácticas: Este trabajo se suma al conjunto de investigaciones teóricas y aplicadas sobre el análisis de la intención de rotación. El marco teórico de este estudio debería facilitar la comprensión de las dificultades que conlleva la intención de rotación en los hospitales públicos de Jordania. Sin embargo, este estudio ofrece a los responsables jordanos una orientación útil sobre cómo animar a los jordanos a disminuir su intención de rotación examinando a fondo los factores críticos que influyen en la intención de rotación.

Originalidad/valor: Es importante tener en cuenta la creciente tasa de rotación de personal en los hospitales públicos de Jordania. La rotación de personal se ha convertido en una preocupación importante para los directivos a escala mundial.

Palabras clave: Estrés Laboral, Acoso Laboral, Silencio de los Empleados, Justicia Organizativa, Intención de Rotación.

INTRODUCTION

In the global healthcare services sector, organizational performance is essential (Raynata, Sukarta, Tambalean, Kartono, & Sundjaja, 2020). Modern human activities, especially those in the health sector, heavily rely on services (Boyce & Brown, 2019). Businesses naturally work to meet the expectations of their clients, in this case, the capacity to recover from disease (Pia et al., 2015). Patients frequently have a propensity to perceive the service provider as providing high-quality services as a result of this capacity to recuperate. A key part of healthcare in society as a whole is the provision of health services. The "heart" of the hospital is its nurses (Rosser, 2018). Regardless of the situation, nurses are always on call. Because the healthcare industry is changing quickly, nurses need to have strong critical thinking and problem-solving skills (Papathanasiou, Kleisiaris, Fradelos, Kakou, & Kourkouta, 2014). To become a nurse, you must complete a specific amount of education. Without a doubt, nurses need to keep learning in order to give their patients the best care possible (Molina-Mula & Gallo-Estrada, 2020).

Even so, the job has significant requirements, including a demanding workload and regular shift work. Nurses frequently experience high levels of stress and a loss in wellbeing. This will affect how effectively and successfully they treat patients and carry out their jobs. According to research cited by Kingma (2018), stress-related turnover among nurses and other healthcare professionals is rising globally. This will eventually affect how well the hospitals operate. However, it's possible that not all nurses who work regular shifts and have heavy workloads may have trouble delivering high-quality care (Ellis, 2018). Todaro-Franceschi (2019) asserts that a person who is enthused and caring may still treat patients professionally and do a good job at their job. The industry's top issue right now is the high incidence of nursing turnover. Nursing should have a stronger organizational commitment in order to continually go above and beyond in the performance of his job obligations, which will reduce turnover. The hospital may also become a more desirable place to work, resulting in a decrease in nurse turnover as more nurses accept and participate in performance. This calls for the development of a method that could improve nurses' performance so that hospital administrators can benefit (Alkharabsheh & Alias, 2018). The institution and its employees are put in jeopardy when organizational justice is absent since it is regarded as a societal pattern and ideal. Employee disloyalty, a higher risk of abandoning employers, and a negative impact on employee motivation and efforts are only a few adverse behavioral patterns brought on by employees' beliefs that they have problems attaining justice. In order to sustain organizational continuity and performance, among other things, organizational justice is required to adopt ethical

standards that are characterized by organizational justice, reject bureaucratic regulatory norms, and provide organizational aid. In actuality, organizational justice is not a primary focus of literature or research, particularly in the Arab world. However, a number of Arab studies have shown that due to a deterioration in organizational justice, there are several concentrated in the government-related Arab sectors.

According to a survey conducted by Difazio et al. (2019) among 438 nurses employed in the Russian Federation, bullying has happened to 60% of the respondents. The bullies were primarily fellow nurses or medical administrators, and the victims were typically female and had worked there for an average of more than 20 years. Tuna and Kahraman (2019), who spoke with supervisors of nurses who had been bullied, defined bullying as social exclusion, humiliation, and contempt. The bully claimed that unfairness, jealousy, unhappiness, and a challenging project were the causes of bullying. In a randomized controlled study, the effects of cognitive rehearsal training on interpersonal relationships, workplace bullying, symptom experience, and turnover intention were examined by Kang, Kim, and Yun (2017). They discovered that workplace bullying was significantly impacted by cognitive rehearsal training.

TURNOVER INTENTION

The term "turnover intention" refers to the resigning conduct. Turnover intention, which is characterized as a behavioral intention reflecting a person's purpose to resign or remain, is the primary precursor to actual turnover behavior (Wen, Zhang, Wang, & Tang, 2018). Reducing turnover in a young company is crucial for productivity and maintaining a strong brand and reputation (Othman & Mohd Shkuri, 2013). In order to properly address the situation, a hospital needs to be aware of the implications of turnover (Abdallah, Mastura, & Ghaith, 2021; Lee & Kim, 2020). Due to its reliance on the "human factor," the health business now faces a serious problem with employee turnover. Because of the consequences for public hospitals in terms of finances and morality, many experts have concentrated on these concerns in recent years.

It's unfortunate when an employee decides to leave a company since there are a lot of repercussions for both the individual and the company (Rahman & Nas, 2013; Yim, Seo, Cho, & Kim, 2017). Staff turnover, as defined by Makhbul, Rahid, and Hasun (2011), is the process of replacing one employee with another. The turnover rate is the proportion of employees that a business must replace within a predetermined period of time (De Winne, Marescaux, Sels, Van Beveren, & Vanormelingen, 2019). Most firms are concerned about personnel turnover since it is a costly investment, particularly for lower-paying professions that have the highest turnover rates.

ORGANIZATIONAL JUSTICE

One's perspective on resource allocation and incentive programs is what is meant by the concept of organizational fairness. The perception of resource allocation, incentive distribution, interpersonal links inside the organization, and process distribution, according to Gilliland (2018), constitute organizational justice. Distributive, procedural, and inter-personal justice are the three main components of organizational justice (Mengstie, 2020). It is believed that elements of distributive justice include damage apportionment and value distribution (Dietrich & Weisswange, 2019). In contrast to interactional justice, which deals with procedures and their social aspects, procedural justice refers to the level of fairness that prevails during the decision-making process (Walters & Bolger, 2019; Wood, Tyler, & Papachristos, 2020). (Aljawarneh, Abd kader Alomari, Alomari, & Taha, 2020). Organizational justice is crucial for improving the social atmosphere within the company. Organizational justice was first introduced by Homans (1961), and Arif (2018) went into great length about it.

Turnover-intention, according to Lu, Liu, and Zhao (2017), is the conscious, purposeful desire of a person to quit an organization voluntarily and permanently. There have been over 1500 research studies on this topic (Ghaith & Mutia, 2019; Singh & Singh, 2019). Turnover intention is one of the most studied withdrawal attitudes (Suifan, Diab, & Abdallah, 2017). Recently, businesses have faced a major challenge: workforce retention (Fatima, Izhar, & Kazmi, 2020). Turnover intention has become a hot topic due of the effect that organizational justice has on organizational commitment and job happiness. In fact, a number of studies have discovered a connection between an employee's propensity to leave and organizational fairness (Kang & Sung, 2019; Mengstie, 2020; Suifan, Diab, & Abdallah, 2017).

EMPLOYEE SILENCE AS MEDIATOR

The deliberate withholding of ideas, facts, and opinions deemed essential to one's position and employer is referred to as employee silence (John & Manikandan, 2019). Employee silence is the behavior of workers who, despite possessing insightful or worthwhile opinions, chose to remain silent (Aboramadan, Turkmenoglu, Dahleez, & Cicek, 2020). Employee quiet studies is still in its early phases, therefore dimensionality and empirical operationalization problems have still not been addressed (Boadi, He, Boadi, Antwi, & Say, 2020).

Employee silence is a common phenomenon in workplaces (Harlos & Knoll, 2021). People can also become silent and it can also permeate throughout society (Sahabuddin et al., 2021). According to Abdillah, Anita, and Zakaria in 2021 and Qian, Schreurs, and Jawahar in

2021, silence is covert by nature and requires greater attention since it can lead to the development of detrimental attitudes and behaviors that can hurt both the individual and the organization (Zhang & Cao, 2021). Businesses have trouble identifying errors.

Consumers have a good desire to control their immediate environment and the decisions that have an impact on them (Chou & Chang, 2020). One approach to achieving this goal is to operate under the presumption that workers has an impact on their business by contributing their thoughts and opinions (Xiang, Li, Wu, & Long, 2019). However, when employees are aware that this is a possibility, they tend to remain silent (Akçin, Erat, Alniaçik, & Iftçiolu, 2017). In other words, silence is a behavioral indicator that one's needs for significance and control are not being addressed. According to earlier research, stress that results from these demands not being satisfied can drain improved human abilities (Coakley, 2021; Liu, Yang, & Yao, 2020). We argue that keeping silent drains the resources needed to meet workplace standards because people must exert effort to control their feelings of despondency and pessimism (Knoll, Hall, & Weigelt, 2019).

Using this logic, we argue that silence can be used to relate employees' emotional exhaustion, psychological apathy, physical apathy, and performance in two ways: (a) to explain the relationship between overall justice and employee outcomes; and (b) to explain the relationship between these factors and employees' performance. We specifically contend that the strain of controlling a sense of futility may impair workers' capacity to manage emotional demands, making them more susceptible to experiencing emotional fatigue (Jahanzeb, Fatima, & Malik, 2018). Employees who are feeling out of control or resigned may physically and psychologically retreat as a coping mechanism. To save resources, workers would endeavor to reduce or avoid the stress brought on by this futility (De Clercq, Azeem, & Haq, 2020). The belief that an employee has little control over their environment may cause them to become distracted from the task at hand and find it harder to concentrate, which would reduce their productivity (Bakker, Hetland, Olsen, Espevik, & De Vries, 2020).

WORKPLACE BULLYING AS MEDIATOR

In recent years, academics and business professionals have extensively studied the issue of workplace bullying (Mohamed, Higazee, & Goda, 2018). When one or more employees are subjected to hostile or inappropriate behavior on a regular, ongoing, and systematic basis at work, this is referred to as workplace harassment (Ahmad, Islam, & Kaleem, 2021; Wunnenberg, 2020). People who are subjected to such harassment and abuse may find themselves in a defenseless situation (Rai & Agarwal, 2020). Workplace bullying can take

many different forms, including unreasonable deadlines, a difficult assignment, oppressive workplace monitoring, practical jokes, gossip, unpleasant comments, and outright threats against the target (Qamal, Usman, & Wardani, 2021; Rai & Agarwal, 2020).

According to numerous studies, being the target of bullying increases the likelihood that one may leave their employment (Monica & Megawati, 2021). Aarestad et al. (2021) found that bullying significantly affected employees' intentions to quit their employment since victims of bullying did so more frequently than non-victims over the course of a two-year period. According to another studies by Djurkovic, even less severe types of bullying had a significant impact on employees and their intention to leave the organization (2021). Employee intention to leave is predicted by bullying exposure.

Two unpublished doctoral theses, for instance, showed a direct inverse relationship between workplace hostility and bullying and organizational justice (Desrumaux, Hellemans, Malola, & Jeoffrion, 2021; Reknes, Glambek, & Einarsen, 2020). These results are consistent with the so-called "work environment hypothesis," which maintains that psychological workplace problems including bad management, work stress, and an all-around chaotic and poorly constructed office environment contribute to bullying (Hashish, 2020; Khurram, Khurram, Hassan, & Fatima, 2020). Naturally, this could also be a reference to the injustice and unfairness that exist today in many of the legal areas mentioned above. According to this school of thought, perceived exposure to bullying behaviors may be taken into account as a risk factor or antecedent when taking perceptions of injustice into account. Another area of research considers workplace bullying as a mediating factor in the relationship between justice and its outcomes.

WORK STRESS AS MODERATOR

Stress is characterized as a response to situations in which people fall short of expectations, which has an unpleasant impact (Maslach & Leiter, 2017). This leads to the interchangeability of the terms "job stress," "workplace stress," and "occupational stress." Occupational stress is defined as any discomfort experienced and visible on a personal level as a result of incidents, events, or situations that are too severe or frequent to be properly managed by coping mechanisms (Bassegy and Otu, 2021). Ajayi (2018) claims that employees experience job stress when they are faced with work requirements that are inconsistent with their knowledge, abilities, or skills and that test their capacity to adjust to novel circumstances. It follows logically that workplace stress is a substantial and expensive problem because firms have the task of managing workplace stress in order to lower health care expenses and boost

productivity (Lawrence-Wood, Van Hooff, & McFarlane, 2021). In other words, high levels of absenteeism, staff turnover, mishaps, and poor job performance can all be connected to high levels of workplace stress, which can also result in more serious health problems.

Contrary to the conventional concept of stress, the idea of occupational stress considers more than merely challenging conditions. Job stress is described as "the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope" by the World Health Organization (2018, para. 3); individual traits and resources have also been taken into consideration. Nurse burnout, health, institution economics, and employment retention are all impacted by nursing stress. According to past studies, the move from student nurse to registered nurse can be difficult and may cause reality shock (Blomberg & Rosander, 2020; Labrague & McEnroe-Petitte, 2018).

According to studies, there are universal determinants of job stress, or elements that are linked to job stress among employees despite of their distinctions, including a person's place of birth or the kinds of job they undertake (Kuhnell et al., 2020; Polenick, Han, Meyers, Arnold, & Cotton, 2021). Role ambiguity, role conflict, overwhelming workloads, having little control or authority over decision-making processes, tension or conflict with coworkers, unstable employment, or a lack of development chances are a few of these problems (Rahman, Ibrahim, & Masri, 2020). Murtezaj and Ahmeti (2021) also found that stress is influenced by characteristics related to specific situations, such as the status of women and the amount of overtime, in developing and expanding economies. These problems include bad organizational design, discriminatory labor laws, subpar pay and remuneration procedures, and peculiarities specific to particular situations, such the status of women. Additionally, they include poor management and hospitality. Wasta is an unique phenomenon in the Middle East where staff members advance their positions based on the position and rated of women they actually rather than qualifications and experience, in comparison to China's nationalization laws, which prohibit foreign qualified workers from competing for jobs with locals who may not be qualified (Lin, Yu, & Hsu, 2021). This shows that unpleasant assessments occur when people think that the demands of the environment are greater than their capacity, which negatively affects their wellbeing (Abd Razaka, 2021; Eisapareh, Nazari, Kaveh, & Ghahremani, 2020).

The results of this study show that patient care, decision-making, accepting new responsibilities, and changes can all lead to stress among nurses (González-Gil et al., 2021; Willman, Bjuresäter, & Nilsson, 2021). The continuing growth and progress of medical technology, an increase in the cost of healthcare, and "turbulence" at work have all contributed to an increase in the level of stress associated with nursing employment since the mid-1980s

(Browne & Braden, 2020; Jennings, 2021). The multiple duties that Ali and Anwar (2021) nurses must perform further contribute to their stress. Throughout their careers, nurses must take on the roles of protector, coordinator, educator, and advocate. To fulfill the expectations of the profession in the future, they must therefore expand their knowledge and skills.

The investigators proposed the following hypothesis in accordance with the investigation's objective (see Figure 1):

H₁: Organizational justice has a significant effect on turnover intention in the Jordanian public hospitals

H₂: Organizational justice has a significant effect on employee silence in the Jordanian public hospitals

H₃: Organizational justice is positively related to workplace bullying in the Jordanian public hospitals

H₄: Employee silence has a significant effect on turnover intention in the Jordanian public hospitals

H₅: Workplace bullying has a significant effect on turnover intention in the Jordanian public hospitals

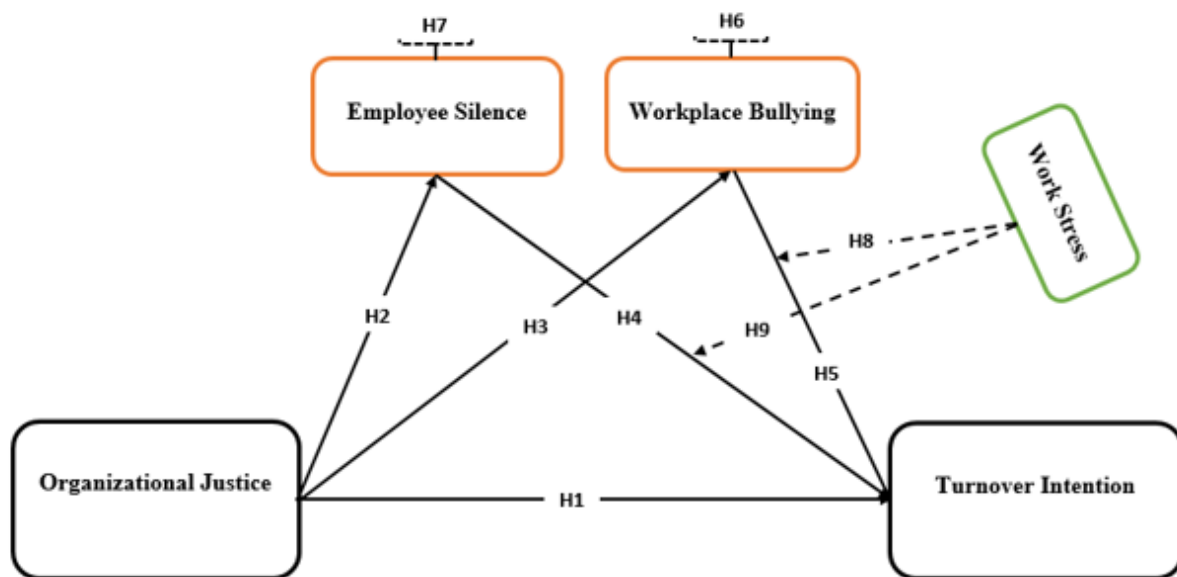
H₆: Employee silence mediates the relationship between organizational justice and turnover intention in the Jordanian public hospitals

H₇: Workplace bullying mediate between organizational justice and turnover intention in the Jordanian public hospitals

H₈: Work stress moderate between workplace bullying and turnover intention in the Jordanian public hospitals

H₉: Work stress moderate between employee silence and turnover intention in the Jordanian public hospitals

Figure 1: Research Framework



RESEARCH METHODOLOGY

In order to better understand the relationship between organizational justice and nurses' intentions to leave their positions at a public hospital in Jordan, this study will look at the moderating effects of job stress, employee clamness, and workplace bullying. We collected nursing viewpoints from the public hospitals with the goal of assessing the linkages. On the other hand, the targets were Amman's public hospitals. Nursing received a randomly assigned self-administered survey for the entire month of July 2021. 370 full questionnaires were returned. The questionnaires included questions about organizational justice, workplace harassment, stress, employee quiet, and departure intentions. The four-item assessment tool there for evaluating turnover intention (Malek, Kline, & DiPietro, 2018). A 18-item scale was used by Silitonga et al. (2020) to gauge nurses' opinions on organizational fairness. To gauge employee quietness, a four-item scale created by Hassan, DeHart-Davis, and Jiang was used (2019). Using 10 questions modified from Al Muala and Ali, (2016) the idea of workplace bullying is measured. Finally, Lu et al. (2017) evaluated the moderating effects of work stress using a 4-item questionnaire. Answers and ratings were to be given on a scale of 1 to 5, with 5 representing strong agreement and 1 representing significant dissent.

Analysis and Results

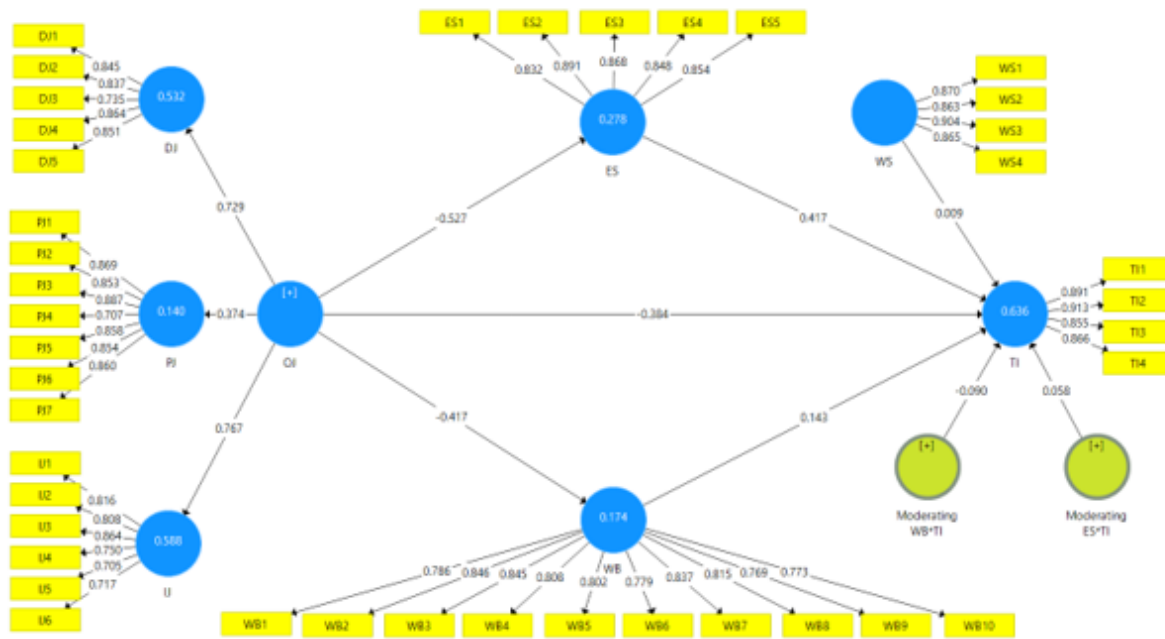
The two main parts of the data analysis for this project were the evaluation of the measurement model and the structural model utilizing SmartPLS (3.3.3). Figure 2 displays the PLS measurement after the measurement model's convergent and discriminant validity were

evaluated. The findings of convergent validity are shown in Table 1, with loadings for each item ranging from 0.705 to 0.913. A composite reliability rating of more than 0.7 and a Cronbach's alpha for each variable are present. The average variance retrieved for all variables during the interval was higher than 0.5. Each variable, therefore, was over the cut-off value suggested by Hair Jr, Hult, Ringle, and Sarstedt (2016).

Table1: Internal Consistency Reliability and Convergent Validity

<i>Variable</i>	<i>Items</i>	<i>Factor Loadings</i>	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	<i>AVE</i>	
<i>PO</i>	DJ	DJ1	.845	.884	.916	.685
		DJ2	.837			
		DJ3	.735			
		DJ4	.864			
		DJ5	.851			
	PJ	PJ1	.869	.931	.945	.710
		PJ2	.853			
		PJ3	.887			
		PJ4	.707			
		PJ5	.858			
		PJ6	.854			
		PJ7	.860			
	IJ	IJ1	.816	.869	.902	.606
		IJ2	.808			
		IJ3	.864			
IJ4		.750				
IJ5		.705				
IJ6		.717				
ES	ES1	.832	.911	.934	.738	
	ES2	.891				
	ES3	.868				
	ES4	.848				
	ES5	.854				
WB	WB1	.786	0.940	0.949	0.650	
	WB2	.846				
	WB3	.845				
	WB4	.808				
	WB5	.802				
	WB6	.779				
	WB7	.837				
	WB8	.815				
	WB9	.769				
	WB10	.773				
WS	WS1	.870	.904	.929	.766	
	WS2	.863				
	WS3	.904				
	WS4	.865				
TI	TI1	.891	.904	.933	.777	
	TI2	.913				
	TI3	.855				
	TI4	.866				

Figure 2: Measurement Model



Consequently, utilizing the Heterotrait-Monotrait Ratio of Correlations, discriminant validity can be evaluated more precisely (HTMT). A construct's discriminant validity has been established if the HTMT score is less than 0.90. The HTMT criterion was thus applied to provide evidence in support of the concerns regarding discriminant validity. In Table 2, the HTMT values are displayed. The values in the table are all less than the reference value of 0.90. The existence of discriminant validity can thus be demonstrated.

Table 2: Discriminant Validity based on Heterotrait-Monotrait Ratio (HTMT)

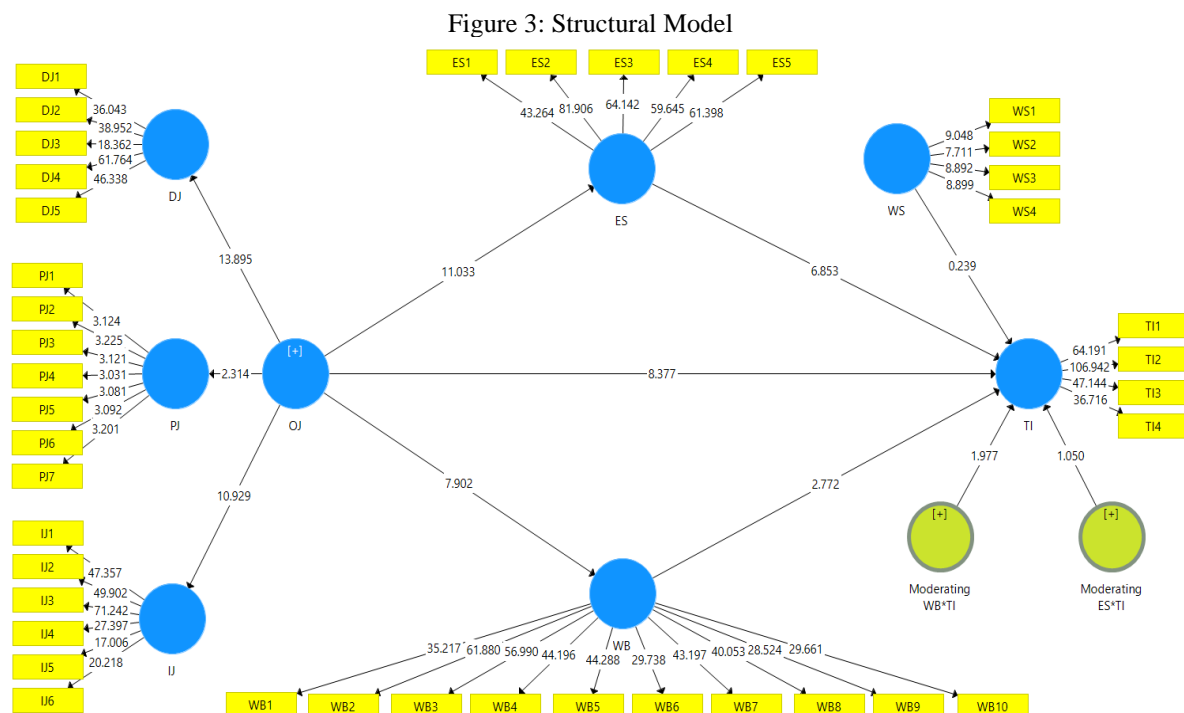
Variable	OJ	ES	WB	WS	TI	DJ	PJ	IJ
OJ								
ES	.545							
WB	.416	.690						
WS	.183	.211	.200					
TI	.675	.774	.608	.155				
DJ	.705	.399	.279	.092	.498			
PJ	.761	.213	.142	.122	.214	.078		
IJ	.743	.457	.401	.124	.630	.302	.054	

The structural model, sometimes referred to as the inner model, is then evaluated in PLS analysis. In structural model evaluation, the connection between a hypothetical model's latent constructs is examined (Hair Jr, Hult, Ringle, & Sarstedt, 2016). Which structural model assumptions need verification was shown by these relationships.

Employee silence in the endogenous construct had an R^2 value of 0.278, indicating that outside influences are responsible for 27.8% of the variance in employee silence. The endogenous construct for workplace bullying has an R^2 value of 0.174, indicating that exogenous influences are responsible for 17.4% of the variance in this phenomena. The endogenous construct's R^2 value was 0.636, the same as for turnover intention, indicating that exogenous influences are responsible for 63.6 percent of the variance in turnover intention. The R^2 significantly deviates from Cohen's (1988) R^2 guideline, which stipulates that R^2 values between 0.02 and 0.12 are low, 0.13 and 0.25 are high, and 0.26 and above are significant. According to further research, this difference is noteworthy. The analysis's findings show that turnover intentions are greatly influenced (see Table 3 and Figure 3).

Table 3: The Values of R^2 and Q^2 for the Endogenous Variables

Endogenous Variable	R^2	Q^2
ES	.278	.201
WB	.174	.108
TI	.636	.487



To determine whether the hypotheses were statistically significant, the P-Values and T-Values for each path coefficient were examined using the bootstrapping processes of SmartPLS (3.3.3). The results of the hypothesis test are shown in Table 4.

Table 4: Results of Hypothesis Testing

No.	Path Coefficient	SE	T-Value	LL	UL	P-Value	Decision
H1	-.384	.046	8.377	-.460	-.310	.000	Supported**
H2	-.527	.048	11.033	-.600	-.443	.000	Supported**
H3	-.417	.053	7.902	-.499	-.325	.000	Supported**
H4	.417	.061	6.853	.314	.513	.000	Supported**
H5	.143	.051	2.772	.059	.229	.003	Supported*

Note: *: p<.01; **: p<.001; 5,000 bootstrap samples

According to Preacher and Hayes' (2008) methodology, researchers conducted a study to see if workplace bullying and employee quiet had a mediation effect. Additionally, since no assumptions are made on the distribution curve, this method complements PLS-SEM effectively. The indirect effect of (a) x (b) must be significant for the mediating effect to be evaluated. According to Zhao, Lynch Jr., and Chen (2010), the mediating impact between the independent and dependent variables does not have to be statistically significant when the mediator variable is absent. The results of bootstrapping process were computed to test for path significance. The t-values for indirect effects were not calculated manually because the most recent version of the smart PLS software, 3.3.3, automatically calculates them. Table 5 displays the mediation test's results.

Table 5: Results of Mediating Test

No.	Path Coefficient	SE	T-Value	LL	UL	P-Value	Decision
H6	-.220	.039	5.716	-.284	-.157	.000	Supported**
H7	-.060	.023	2.545	-.102	-.025	.005	Supported*

Note: *: p<.01; **: p<.001; 5,000 bootstrap samples

Chin, Marcolin, and Newsted (2003) state that the product indicator approach was used to evaluate the moderator's interaction effect using PLS-SEM. The aim of the study was to explore the potential moderating role of job stress on the association between employee silence, workplace bullying, and turnover intention. To ascertain whether the interaction effect was substantial, a bootstrap re-sampling with 1000 re-samplings was utilized. According to the table, occupational stress had a negligible moderating impact on the hypotheses H8 and H9. In the table below, the results for the moderating hypothesis are displayed.

Table 6: Results of Moderating Test

No.	Path Coefficient	SE	T-Value	LL	UL	P-Value	Decision
H8	.058	.055	1.050	-.046	.133	.147	Not Supported
H9	-.090	.046	1.977	-.163	-.013	.024	Supported*

Note: *: p<.05; 5,000 bootstrap samples

Evidence indicates that OJ significantly affects TI (supporting H1). This result is consistent with what earlier investigations discovered (Kang & Sung, 2019; S. Kim, Tam, Kim, & Rhee, 2017; Mengstie, 2020; Suifan, Diab, & Abdallah, 2017). The OJ-TI relationship among Jordanian public hospital nurses was examined in each of these studies. They learned that they had to give up bureaucratic regulatory regulations in favor of moral ones that prioritize organizational support and justice in order to maintain continuity and organizational effectiveness. The current study's findings, which demonstrated a significant effect of OJ on ES, supported hypothesis 2. This result is in line with findings from prior studies, such as Tan's (2014) demonstrating that OJ are effective teachers that raise ES. According to Kong and Eo (2019), OJ has a strong positive impact on the nursing WB, showing that H3 is supported and that H4 was therefore promoted. This outcome is in line with earlier research on the ES carried out by S.-D. Kim and Park (2019). Additionally, H5 between WB on IT was significant, as reported by other investigations (Coetzee & van Dyk, 2018; Paul & Kee, 2020).

ES was found to have a mediating influence on the OJ-IT association, which partially supported the hypothesized H6. Moving on to the mediating effect. According to a study by Giorgi (2010), nurses who participated in more WB activities advanced professionally in business professions, in contrast to Whiteside and Barclay's (2013) study, which discovered that WB had a large mediation influence on the OJ-IT. Finally, it was shown that, in contrast to the study's hypothesis H8, work stress had only a little moderating impact on the relationship between ES and TI. This runs counter to past studies, such as those by Allan, Douglass, Duffy, and McCarty, which showed a negative correlation between WB and IT and discovered that ES affects healthcare outcomes (2016). The study's conclusions concur with those of Al-(2013) Homayan's study, which discovered that WS has an impact on nursing in Jordan's public hospital.

CONCLUSIONS

This study examines the mediating functions of employee silence and workplace bullying as well as the moderating influence of work stress in Jordanian public hospitals with the goal of evaluating the relationship between organizational justice and turnover intention.

According to the study's findings, organizational fairness and intention to depart are positively correlated. This finding suggests that organizational justice at Jordanian public hospitals reduces employee silence and workplace bullying among nurses. The results of this study also revealed a strong correlation between the intention to depart and workplace bullying and employee quiet. This research implies that the association between organizational justice and intention to leave is moderated by workplace harassment and employee quiet. In addition, work stress has a moderating effect on the desire to leave the organization as a result of bullying. According to our research, hospitals should implement a zero-tolerance policy for workplace bullying and take steps to prevent these anchor points from driving away nursing staff. Organizational justice is a further factor of strategic relevance, and managers should implement and improve procedures to ensure that workers feel treated fairly in order to preserve their loyalty to hospitals. In order to prevent recurrence incidents, we also think that the human resource departments of these institutions should put in place a mechanism that screens applicants for any problematic inclinations before hiring. The results of this study should be replicated in other industries by future researchers, who should also take into account other factors like organizational learning, family stress, stress conflict, and nurses' commitment to their coworkers.

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