

The Moderating Role of Employability on Relationship between Affective Commitment and Intention to leave.

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ABSTRACT: Employees Maintenance is one of the important functions of Human Resource. Human Resource Retention is main objective of Human Resource Policies. Decreasing employees performance and the same time there is increasing number of employee who leave the company is a signal of problems in Human Resource area. Data accumulated from 68 employees of PT Summit Oto Finance, Denpasar Branch were analyzed by moderated regression method to examine whether The employability plays significant role on relationship between affective commitment and intention to leave. Results indicated that affective commitment negatively correlated with intention to leave. Employability play significant role on relationship between affective commitment and intention to leave. For those who perceived high external employability, Their intention to leave were higher than those who perceived low external employability. The results of the present study confirm that external employability plays moderating role significantly. The implication of this study is that The company needs to strengthen its brand to build stronger positive affection of its employees to minimize their intention to leave the Company.

Keywords: Affective commitment, Perceived employability, intention to leave.

I. INTRODUCTION

The most important and valuable company assets is human resources. The success of a company depends not only depend on physical resources, but also on its human assets (Memon,2016). Human resource retention is one of objectives of Human Resource Policies. Maintaining productive employees is one of the important roles of resource management. Failure in maintaining Productive Human resources indicated by employee turnover rate of the organization. Employees turn over is a consequence of employees decision to leave the company. To manage employee turn over effectively, management need to know whether their employee intent to leave and the reasons behind the intention. Preliminary study involved five employee indicated that four out of five informants intended to leave the company and try to get job at alternative organization. Pay dissatisfaction, limited career development and injustice treatment were the reason why they wanted to leave the organization. Zhang, et al (2014) reported that Chinese hospital environment correlated with nurse intention to leave. Nurses reported moderate levels of emotional exhaustion and depersonalization, and high levels of reduced personal accomplishment. Nearly one fifth of the nurses reported high levels of burnout on all three dimensions. Forty-five percent of the nurses were dissatisfied with their current job; these nurses were most dissatisfied with their salary. Five percent of nurses reported intention to leave. Nurses reporting mixed and good work environments were less likely to report high burnout, job dissatisfaction, and intention to leave compared with those in poor work environments. Intention to leave has been found to be a predictor of actual (Krausz, M., 1995). High level of intention to leave indicated that the company need to improved its policies regarding Human Resource Management. The loss of good employees created a negative impact on an organization's competitive advantage and reduced the morale of other employees (Sanjeev, 2012). PT Summit OTO Finance is engaged in non-bank financial services which is often known as financing or leasing that finances customers in the purchase of motorcycles, which is located at Jl Raya Gatsu Tengah No. 298 Denpasar City. It is supported by 62 employees who conduct daily activities in administrative, collection and marketing divisions. Preliminary study indicated that the employees' intended to leave the company to find better pay, new experiences and challenges in other company. Sianipar and Haryanti, (2014) reported that organizational commitment negatively correlated with intention to leave and increased absenteeism, laziness to start working, increased violations of work procedures, increased protests against superiors among others are indication of intention to leave of the employees. Present study is about intention to leave employee of PT

Summit OTO Finance, Denpasar Branch and its affective commitment and external employability. The purpose of the study was to study employees' intention to leave and explore its relationship with affective commitment and external employability in Denpasar, Bali. Focusing on intention to leave among employees will benefit the organization because management will get information to anticipate the employee's actual leave of the organization (Gim et al., 2015).

II. THEORETICAL FRAMEWORK, CONCEPTUAL MODEL AND HYPOTHESIS.

2.1. Affective Commitment and Intention to Leave.

According to Shwu and Ching Yu, (2010) intention to leave is defined as an individual's intention to leave the organization, it is due to the negative attitudes of individuals towards their work and its environment (Sianipar, A. R. B., & Haryanti, K. 2014). Present study defines organizational commitment as a psychological link between the employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization (Allen, N. J., & Meyer, J. P., 1996). Commitment is also reported correlated with the way employees respond to dissatisfaction at work. Meyer et al. (1993) examined three such responses: voice suggest improvements (voice) and to accept things as they were (loyalty) and negatively related to passive withdrawal from the dissatisfying situation (neglect). Meyer (2002) further reported that, the correlations between the three commitment scales and turnover were all negative. Affective commitment correlated most strongly ($\rho = -.17$), followed by normative ($\rho = -.16$) and continuance ($\rho = -.10$) commitment. Affective commitment is defined as "an affective or emotional attachment to the organization such that the strongly committed individual identifies with, is involved in, and enjoys membership in, the organization (Shore, L. M., & Wayne, S. J., 1993). Rhoades, et al., (2001). Attitudinal loyalty reflects favorable attitudes toward the brand or organization (Dick and Basu, 1994). Affective commitment involves the desire to maintain a relationship that the customer perceives to be of value (Morgan and Hunt, 1994). It incorporates the underlying psychological state that reflects the affective nature of the relationship between the individual customer and the service provider. Affective commitment is also described as psychological motivation to be in a long-term relationship contributes to feelings of attachment and identification with the brand or the firm (Fullerton, 2003). Affective commitment has positive and significant impacts on both attitudinal loyalty and behavioral loyalty (Evanschitzky, et al., 2006). Fazio, et al., (2017) reported that affective commitment was a significant predictor of turnover intention. Affective commitment plays in discouraging turnover intention. Perreira, et al., (2018), Regarding turnover intention, both South Korea and United States showed that internal mobility was relatively important, which aligns well with universalistic perspectives, while regarding affective commitment, internal mobility was relatively significant in the United States, while training was relatively significant in South Korea (Lee, et al., 2018). Christophersen, et al., (2016) reported that compared with the student teachers' perception of the relevance of campus-based teaching, the experience of teaching practice is more strongly associated with affective commitment than that of campus-based teaching. Student teachers may develop more of their commitment when they are actually practice in the classroom and not in their knowledge development phase. Perhaps student teachers who feel that they have not received a sufficient level of education in terms of the practical aspects of teaching have low levels of self-esteem, which may then lead to low affective commitment to the profession. Relationship between affective commitment and turnover is formulated as:

H1 : Affective commitment negatively correlated with intention to leave the organization.

2.2. Perceived Employability and Intention to Leave.

Van Dam, K. (2004) defined employability as Employability orientation refers to the attitudes of employees toward interventions aimed at increasing the organization's flexibility through developing and maintaining workers' employability for the organization. In order to be or become employable, an employee may have to change work content, jobs, or departments, or engage in training and development programs (van Dam, 2003b). Changes in tasks and jobs can serve as a means of improving employability by providing the employee with new work experiences and development opportunities. Hennekam, S. (2015) reported that Perceived employability was found to be negatively related to the time that an individual is unemployed. In other words, the higher the perceived employability, the quicker he/she finds a job. Unemployed individuals perceive their employability slightly lower than individuals that are working. Van der Vaart, (2015) confirmed the positive relationship between perceived employability and an employee's intention to leave the organization. Van Vianen, et al., (2004) distinguished between two motives for turnover, push and pull. Push motives are related to dissatisfaction with one's current work situation, whereas pull motives refer to available opportunities to improve one's career opportunities on the external labour market. Nauta, et al., (2009) reported that career satisfaction was negatively related to employability orientation and turnover intention. Employees who were satisfied with their career felt less urge to change their current work situation and perform different tasks or to move to another job within or outside their organization than employees who reported lower career satisfaction. Van der Vaart, (2015) confirmed the positive relationship between perceived employability and an

employee's intention to leave the organisation.. Relationship between perceive employability and intention to leave were developed as:

H2 : Perceived employability positively correlated with intention to leave.

2.3. Mododerating Effect of Perceived Employability On Relationship Between Affective Commitment and Intention to Leave.

Affective commitment involves the desire to maintain a relationship that the customer perceives to be of value (Morgan and Hunt, 1994). Fazio, et al., (2017) reported that affective commitment was a significant predictor of turnover intention. Hennekam, S. (2015) reported that Perceived employability was found to be negatively related to the time that an individual is unemployed. Van der Vaart, (2015) confirmed the positive relationship between perceived employability and an employee's intention to leave the organisation. Van der Vaart, (2015) confirmed the positive relationship between perceived employability and an employee's intention to leave the organisation. Moderating role of employability on relationship between affective commitment and intntion to leave was formulated as:

H3 : Those who were perceived high employability and high affective commitment has higher Intention to leave than those who were perceived low employability.

Research conceptual model is presented on Figure 1.

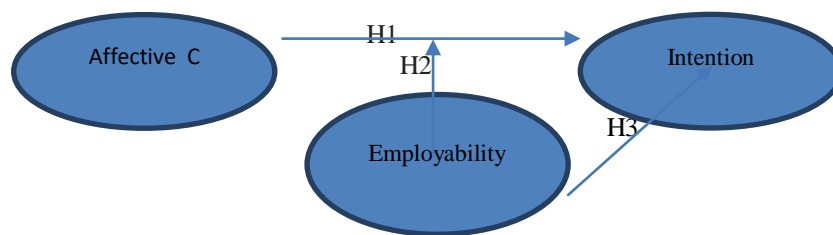


Figure 1. Conceptual Model

III. REASEARCH METODOLOGY

3.1 Research Design.

The current research deployed survei design to discover the role of perceived employability on relationship between affective commitment and intention to leave. The research was involved The total population of research is 62 employees. The methods used in collecting data are interviews and questionnaires.

Data of variable were measured by the following instruments: Turnover Intention. was measured using four item selfreport scale questions. Turnover intentions were measured using a three-item scale ($\alpha = .79$; “I will probably look actively for another job soon”; “I often think about resigning”; “It would not take much to make me resign”) Participants rated the items on a 5-point scale (1 = strongly disagree to 5 = strongly agree) (Courcy, Morin, & Madore, 2016). Affective commitment subscale from the organizational commitment scale (Meyer & Allen, 1997), was used to measure affective commitment. The items were rated on a 5-point Likert-type scale (1 strongly disagree -5 strongly agree). Perceived employability scale developed by Berntson and Marklund (2007) was used to measure employability data. for this study. A sample item was “I know of other organizations/companies where I could get work.” Higher scores indicated that participants had high perceived employability. Furthermore, the analysis technique in this study utilized multiple linear regression. The instrument validity test utilized confirmatory factor analysis through KMO value of 0.50, the value of the item loading factor >0.4 , the Commulative Explained Variance >0.50 and the Eigen factor value > 1.0 . Reliability testing used Cronbach's Alpha value greater than 0.60 stated reliable. Data were analyzed by Moderated Regression Method to verify the research hypothesis.

IV. RESULT AND DISCUSSION.

Characteristics of respondents in this study, can be seen from several criteria, namely: gender, age, last education, and years of service of employees. The following are the characteristics of respondents from this study.

Table 1. Karakteristik Responden

| No. | Variable | classification | Numbers | percentage |
|-----|--------------|----------------|-----------|------------|
| 1 | sex | female | 32 | 47,1 |
| | | male | 36 | 52,9 |
| | Total | | 68 | 100 |
| 2 | Age (year) | 24 – 32 | 37 | 54,41 |
| | | 33- 40 | 21 | 30,88 |

| | | | | |
|---|-------------------|--------------------|-----------|------------|
| | | 41-48 | 10 | 14,71 |
| | Total | | 68 | 100 |
| | | Vocational | 8 | 11,7 |
| | | Under graduate | 51 | 75 |
| | | Senior high school | 9 | 13 |
| | Total | | 68 | 100 |
| 4 | Lenght of service | 1 – 5 | 25 | 36 |
| | | 6 – 10 | 30 | 44 |
| | | > 10 | 13 | 19 |
| | Total | | 68 | 100 |

Source: Primary data, 2020

Table 1 shows that respondents study were predominantly male with a percentage of 52,9 percent and 47,1 percent were female. In terms of age, the majority of respondents within age of 21 to 25 years with a percentage of 44.64 percent, and respondents within age of 24 to 32 years with a percentage of 54,41 percent. Lenght of service of the respondents in this study between 1 – 25 years for the company (36%). Education level of the respondents was dominated by undergraduate. 75% are under graduete.

The instrument in this study discusses using validity and reliability testing. The minimum Kaiser Meyer Olkin instrument value is 0.5, the Sampling Adequacy Size is at least 0.5, the factor of loading items is at least 0.4, the Cumulative Variance Explained is at least 0.5, and the Eigen factor value is at least 1.0. Table 2 presents the results of the validity test of the following research instruments. The validity test on table 2 showed that all variable are amounted to $KMO \geq 0,5$, $MSA \geq 0,5$, Loading Factor $\geq 0,4$, Cumulative Explained Variance $\geq 0,5$, and Eigenvalue $\geq 1,0$, it stated that all item variables are valid and appropriate. An Instruments is considered reliable if it has Cronbach’s Alpha $\geq 0,6$. The Recapitulation of reliability test is shown also on table 2. The reliability test results presented in Table 2 show Cronbach's Alpha values for all variables values ≥ 0.6 .

Table 2. Validity and Reliability Test

| No | Variable | KMO | Bartlett’s Test | Cumulative Variance (%) | Eigenvalue | validity | Cronbach alpha | Reliability |
|----|-------------------------|-------|-----------------|-------------------------|------------|----------|----------------|-------------|
| 1 | Perceived employability | 0,878 | 1040,841 | 73,368 | 1< | Valid | 0,932 | reliable |
| 2 | Affective commitment | 0,885 | 415,628 | 76,630 | 1< | Valid | 0,960 | reliable |
| 3 | Intention To Quit (Y) | 0,841 | 154,612 | 86,042 | 1< | Valid | 0,896 | reliable |

Source : Primary Data, 2020

It is undeniable that all instruments can be used to conduct research. Score distribution of data variable perceived employability, affective commitment and intention to leave are presented on Table 3.

Table 3. Mean Score of research variables

| No | Variable | Mean | Std Dev | N |
|----|-------------------------|-------|---------|----|
| 1 | Affective commitment | 15,66 | 2,4 | 68 |
| 2 | Perceived Employability | 31,70 | 5,8 | 68 |
| 3 | Intention to leave | 57,47 | 11,12 | 68 |

Data presented on tabel 4 indicated that affective commitment, perceived employability and intention to leave indicated that, while job stress does not significantly influenced intention to leave.

Table 4.Result of Multiple Regression

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|-----------------------------|------------|---------------------------|---|------|
| | B | Std. Error | Beta | | |

| | | | | | | |
|------------------------------------|-------------------------|--------|-------|---------|--------|-------|
| 1 | (Constant) | 42,661 | 6,968 | | 6,123 | 0,000 |
| | Affective Commitment | -0,717 | 0,224 | - 1,743 | -3,206 | 0,002 |
| | Perceived Employability | -0,397 | 0,119 | -1,839 | -3,332 | 0,001 |
| | AffectCom*Employ | 0,10 | 0,004 | 2,221 | 2,676 | 0,009 |
| <i>Source : Primary Data, 2020</i> | | | | | | |

To test whether the data used are normally distributed or not, in this study a normality test was conducted using the Kolmogorov-Smirnov test. If the coefficient of Asymp. Sig. (2-tailed) is greater than 0.05, so the data is said to be normally distributed. The results of the normality test are shown in Table 9 as follows.

Table 5. Normality Test

| | |
|-------------------------------|--------------------------------|
| | <i>Unstandardized Residual</i> |
| N | 68 |
| <i>Asymp. Sig. (2-tailed)</i> | 0,996 |

Source : Primary Data, 2020

Based on Table 5, it can be seen that the value of Asymp. Sig. (2-tailed) of 0.996. These results indicate that the regression equation model is normally distributed because of the Asymp value. Sig. (2-tailed) which is 0.996 greater than the alpha value of 0.05. To test whether the regression model found a correlation between independent variables, in this study a multicollinearity test was conducted. The existence of multicollinearity can be seen from the value of tolerance or variance inflation factor (VIF). If the tolerance value is more than 10 percent or VIF is less than 10, then it says there is no multicollinearity. The results of the multicollinearity test are shown in Table 10 as follows.

To find out whether in the regression model there is an inequality of variance from the residuals of one observation to another, a heteroscedasticity test was conducted using the Glejser test. If there is no independent variable that significantly influences the absolute residual value or the significance value above 0.05 then it does not contain symptoms of heteroscedasticity. Heteroscedasticity test results are shown in Table 9 as follows.

Table 6. Result of Heteroskedasticity

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|------------------------------------|-------------------------|-----------------------------|------------|---------------------------|--------|-------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | -0,469 | 2,088 | | -0,225 | 0,823 |
| | Affective Comm. | 0,019 | 0,031 | 0,089 | 0,630 | 0,532 |
| | Perceived Employability | 0,022 | 0,016 | -0,227 | 1,367 | 0,177 |
| | Affect.*Employ | -0,006 | 0,022 | -0,046 | -0,287 | 0,775 |
| <i>Source : Primary Data, 2020</i> | | | | | | |

In Table 6 it can be seen that the significance values on the variables of affective commitment, perceived employability and affective commitment *employability are 0.532; 0,177; and 0.775. This value are greater than 0.05 which means there is no influence between the independent variables on absolute residuals. Thus, the model created does not contain symptoms of heteroscedasticity.

In this study the F statistical test was performed which can be explained by the significant value of anova $\alpha = 0.05$, then this model is said to be feasible or the independent variable is able to explain the dependent variable. F statistical test results can be seen in Table 10 as follows.

Table 7. F Statistic

| Model | Sum of Squares | Df | Mean Square | F | Sig. | |
|------------------------------------|----------------|---------|-------------|--------|--------|--------------------|
| 1 | Regression | 139,989 | 3 | 46,663 | 12,080 | 0,000 ^a |
| | Residual | 247,231 | 64 | 3,863 | | |
| | Total | 387,221 | 67 | | | |
| <i>Source : Primary Data, 2020</i> | | | | | | |

Table 8 shows that a significant value of 0,000 is smaller than the value of $\alpha = 0.05$, so the multiple

linear regression model is feasible to be used as an analysis tool to test the effect of independent variables on the dependent variable.

To measure the magnitude of the contribution of independent variables to the dependent variable in this study, the coefficient of determination test (R²) was conducted. The results of the coefficient of determination (R²) test can be seen in Table 8 as follows.

Table 8. Coefficient of Determination(R²)

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1 | 0,601 | 0,362 | 0,332 | 1,965 |

Source : Primary Data, 2020

In Table 8 it can be seen that the coefficient of determination (R²) obtained is 0.362. This means that 36,2 percent of the variation in the intention to leave variable (Y) can be explained by affective commitment, perceived employment and interaction of affective commitment and perceived employability, while the remaining 54,8 percent is explained by other variables not included in this research model.

In this study a partial hypothesis test (t test) was used to show the results of testing the research hypothesis. The complete results have been shown in the results of the regression analysis in Table 4 and the results of testing each hypothesis in detail are presented in the following section.

Based on Table 4 it can be seen that affective commitment negatively significant affected intention to leave ($\beta=0,717$; $t = -3,206$; $p < 0,05$), the finding was similar to that reported by previous researchers. Affective commitment has positive and significant impacts on both attitudinal loyalty and behavioral loyalty (Evanschitzky, et al., 2006). Affective commitment was a significant predictor of turnover intention (Fazio, et al., 2017) and Affective commitment plays in discouraging turnover intention. Perceived employability also positively significant affected intention to leave ($\beta=0,397$; $t = -3,332$; $p < 0,05$). It is similar to the finding that reported by Hennekam, S. (2015) that Perceived employability was found to be negatively related to the time that an individual is unemployed. Interaction effect between affective commitment and perceived employability positively significant affected intention to leave ($\beta=0,10$; $t = -2,221$; $p < 0,05$). Van der Vaart, (2015) confirmed the positive relationship between perceived employability and an employee's intention to leave the organisation.

V. CONCLUSIONS AND SUGGESTIONS

The main objectives of the present study are to examine whether affective commitment, perceived employability significantly affected intention to leave; and whether perceived employability plays moderating role on relationship between affective commitment and intention to leave. The result uncovered that affective commitment as well as perceived employability affected intention to leave significantly. Perceived Employability weakened the main effect of affective commitment on intention to leave. The implication of the research findings are that the company recommend to build positive affection and develop their employees.

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