



The Effect of Ethical Leadership and Perceived Organizational Support on Job Satisfaction Mediated by Psychological Empowerment



Being Rezha ^a
I Gusti Ayu Manuati Dewi ^b

Article history:

Submitted: 27 March 2025

Revised: 18 April 2025

Accepted: 09 May 2025

Keywords:

ethical leadership;

job satisfaction;

perceived organizational support;

psychological empowerment;

social exchange theory;

Abstract

Nurses are the largest representative of the health worker population in Indonesia, who play an important role in patient care, health, and safety. However, nursing is a field of work with a high level of stress and can trigger a decrease in job satisfaction. This also happened at Ari Canti Hospital in Gianyar Regency, Bali Province-Indonesia. The results of the Employee Satisfaction Survey in 2023 showed that 489 respondents had a job satisfaction level of 66.5%, and the nursing unit had the lowest satisfaction level among other units. This hospital has not met the level of employee job satisfaction that must be achieved, which is a minimum of 80% based on the requirements of the Hospital Accreditation Standards. This study aims to analyze the effect of ethical leadership and perceived organizational support on nurse job satisfaction with psychological empowerment as a mediating variable. Based on the Social Exchange Theory, the reciprocal relationship between nurses, superiors, and organizations plays an important role in creating job satisfaction. This study was conducted at Ari Canti Hospital with a sample of 154 nurses. Data were analyzed using Structural Equation Modeling with the Partial Least Squares approach. The results showed that ethical leadership, perceived organizational support, and psychological empowerment have a direct and significant effect on job satisfaction. Result shows that ethical leadership and perceived organizational support have a positive and significant effect on psychological empowerment. Psychological empowerment partially mediates the effect of ethical leadership and perceived organizational support on job satisfaction. This study shows the important role of ethical leadership and organizational support in enhancing psychological empowerment and job satisfaction of nurses.

International research journal of management, IT and social sciences © 2025.

This is an open access article under the CC BY-NC-ND license

(<https://creativecommons.org/licenses/by-nc-nd/4.0/>).

Corresponding author:

Being Rezha,

Faculty of Economics and Business, Udayana University, Denpasar, Indonesia.

Email address: rezhabeing@gmail.com

^a Faculty of Economics and Business, Udayana University, Denpasar, Indonesia

^b Faculty of Economics and Business, Udayana University, Denpasar, Indonesia

1 Introduction

Nurses represent the largest health worker group in Indonesia, namely 582,023 people or around 38.8 percent of the total health workers (Ministry of Health of the Republic of Indonesia, 2024). Nursing is considered a job with high work pressure because it has responsibility for patient health and safety (Heidari et al., 2022). Nurses who are continuously exposed to work conditions with high stress triggers tend to experience decreased levels of job satisfaction, which affects work quality and patient satisfaction (Raharto & Noveria, 2020). National Nurses United (2021) stated that there was a significant decrease in the level of nurse job satisfaction due to the high level of nurse burnout.

One of the hospitals experiencing low levels of job satisfaction among nurses is Ari Canti Hospital. This hospital is a private health facility located in Gianyar Regency, Bali Province-Indonesia. The management conducted an Employee Satisfaction Survey in 2023 on 489 respondents, consisting of medical and non-medical personnel. The results of the overall employee job satisfaction survey were 66.50 percent. This result does not meet the job satisfaction standard set by management of 80 percent. The job satisfaction standard of 80 percent is based on the Decree of the Minister of Health of the Republic of Indonesia Number HK.01.07/MENKES/1128/2022 concerning Hospital Accreditation Standards.

Based on the Employee Satisfaction Survey results, the nursing unit has the lowest job satisfaction level among other units. Various factors have been identified as the trigger of low job satisfaction in nurses. One of the items in the questionnaire showed that only 42.23 percent of nurses felt that their salary was by their work demands. Three items showed a high response to the negative items measured. As many as 73.57 percent of nurses felt that they had unfair superiors, 69.2 percent of nurses felt that they had superiors who did not care much about their feelings, and as many as 63.84 percent of nurses felt that their work was not appreciated. The summary of the results of the job satisfaction survey showed that nurses felt less satisfied with compensation, superiors, and appreciation for their work.

Yu et al. (2020), explain job satisfaction as a happy and positive emotional state related to the workplace and the work itself. Employees feel satisfied with their work, which is influenced by several factors such as the work environment, rewards, opportunities for career advancement, organizational culture, the work itself, and the relationship between workers and superiors (Bellou & Dimou, 2022). Job satisfaction can be explained through several theories, including Social Exchange Theory. Social Exchange Theory is a theory that explains the relationship between individuals in a social context based on the principle of reciprocity (Eisenberger et al., 2020). This theory emphasizes that individuals involved in social interactions have the anticipation of receiving benefits for the contributions made to other parties (Dube & Ndofirepi, 2024).

Based on Social Exchange Theory, job satisfaction can be influenced by social relationships that occur between employees and the organization, superiors, coworkers, suppliers, and customers (Sungu et al., 2019). Superiors with positive attributions such as fairness, honesty, trustworthiness, and concern for employee welfare are characteristics of superiors with an ethical leadership style (Katircioglu et al., 2022). Ethical leadership is a demonstration of normative behavior through personal actions and interpersonal relationships directed at employees through two-way communication, reinforcement, and decision making (Franczukowska et al., 2021). Ahmad & Umrani (2019) explained that ethical leadership in the health sector plays an important role because hospital superiors must be able to manage teams to work well to ensure patient safety, even though the risks and workloads are very high. The health sector is expected to be able to assume responsibility for the community, promote public health, respect the rights and dignity of patients, and ensure humanity and patient safety (Franczukowska et al., 2021).

Several studies have shown that ethical leadership has a positive and significant effect on job satisfaction. Ethical leaders can influence team attitudes and behaviors through setting good ethical standards so that nurses have clear direction at work (Freire & Bettencourt, 2020; Katircioglu et al., 2022). However, several studies show that ethical leadership does not affect job satisfaction. The results of Ahmad & Umrani (2019) research on workers in the health sector show that ethical leadership does not affect job satisfaction due to the characteristics of an ethical leader may not be universally understood and perceived equally in the health industry sector. Another study by Djaya et al. (2024) on teachers in private schools showed ethical leadership does not affect teachers' job satisfaction with the assumption that ethical leaders are considered ethical because of their actions and behaviors that act as intermediaries in achieving the goals of their subordinates but this is not the case in the relationship between principals and private teachers.

Job satisfaction is not only influenced by the leadership style, but support from the organization also plays a role. Perceived organizational support (POS) refers to employee perceptions that the organization values employee contributions and cares about employee welfare (Eisenberger et al., 2020; Pramana & Putra, 2022). Employees who

feel they receive good treatment from the organization, such as management support, fairness, incentives, and working conditions, will tend to have high perceptions of organizational support (Zeng et al., 2020). Several studies have shown that perceived organizational support has a positive and significant effect on job satisfaction. Ahmad et al. (2022), researched the effect of perceived organizational support on service quality and job satisfaction in nurses. The results of this study indicate that nurses who receive adequate support from the organization in the form of cooperative relationships with management, superiors, and doctors will be internally motivated to provide the best performance.

Job satisfaction can also be affected by employee perceptions of competence and employee influence in the organization. Psychological empowerment can be defined as employee perceptions regarding the level of competence, influence, and autonomy they have over the work environment and the meaningfulness of work (Llorente-Alonso et al., 2024). Orłowska & Laguna (2023) researched the effect of structural empowerment and psychological empowerment on job satisfaction and burnout in nurses and midwives. This study shows that psychological empowerment plays a key role in creating a supportive workplace. Nurses with a good level of psychological empowerment will feel autonomous and competent in carrying out their duties, so that nurses will feel satisfied in carrying out their work (Orłowska & Laguna, 2023).

Psychological empowerment can be divided into two types, psychosocial & organizational factors, and individual characteristic factors (Llorente-Alonso et al., 2024). The psychosocial & organizational factors of psychological empowerment are ethical leadership and perceived organizational support. Ethical leaders strengthen employees' psychological empowerment through feedback, respect, and appreciation so that employees feel their contributions are visible and have an impact on the organization (Qing et al., 2020). Perceived organizational support influences employees' psychological empowerment by giving employees access to resources in the organization and using their skills, abilities, and authority in making decisions to complete their tasks (Aziz et al., 2024). Based on the norm of reciprocity from Social Exchange Theory, ethical leadership and support from the organization in the form of recognizing employee contributions will make employees feel more competent at work, so that employees feel satisfied (Maan et al., 2020).

This study aims to examine the influence of ethical leadership and perceived organizational support on job satisfaction mediated by psychological empowerment. This research is based on Social Exchange Theory, but there are not many studies that combine these four variables in one study. Therefore, further research is needed to explain the role of psychological empowerment in mediating the effect of ethical leadership and perceived organizational support on job satisfaction, as well as the direct effect of ethical leadership and perceived organizational support on job satisfaction.

Literature Review and Research Hypothesis

Social exchange theory

This research refers to Social Exchange Theory. Social Exchange Theory, developed by Homans (1961), explains that Social Exchange Theory aims to explain the interaction between two or more individuals and that the interaction mutually affects the individuals involved (in Zoller & Muldoon, 2019). Blau (2017), developed his idea with the concept of “exchange and power”, namely the ability of one party to influence the other in generating behavior (in Ahmad et al., 2023). Leaders with an ethical leadership style can create better relationships with employees because the characteristics of leaders are easier to trust, pay attention to employees, and make fair decisions (Qing et al., 2019). Also, when employees feel that the organization pays attention to their well-being, employees will return it with better performance (Dube & Ndofirepi, 2024). Organizations that can provide what employees need (support, respect, feeling worthy of being part of the organization) will increase employee job satisfaction (Dorta-Afonso et al., 2023). Employees who feel psychologically empowered have intrinsic motivation generated through the perception of meeting needs and support from the organization and superiors (Al Daboub et al., 2024). Employees will become more proactive, independent, and show initiative at work, and this behavior is based on reciprocal norms following *Social Exchange Theory* (Eliyana et al., 2022).

The influence of ethical leadership on job satisfaction

Brown et al. (2005), explain ethical leadership as the demonstration of normatively appropriate behavior through personal actions and interpersonal relationships, and the promotion of such behavior to followers through two-way communication, reinforcement, and decision-making. Brown & Treviño (2006), explained that ethical leadership has

two dimensions. Moral person as the first dimension can be interpreted as characteristics of the leader such as honesty, credibility, altruism, and trustworthiness (Wang et al., 2020). A moral person emphasizes the personality and behavior of a leader (Franczukowska et al., 2021). Moral manager as the second dimension can be interpreted as proactive ability of leaders to influence subordinates, show attention and support to the team, and provide appreciation, rewards and discipline related to the ethical behavior of the team (Wang et al., 2020).

Research has been conducted to analyze the effect of ethical leadership on job satisfaction. The results of research from Guo (2022), show that ethical leadership has a relationship with job satisfaction because leaders with an ethical leadership style provide clear directions following standard ethical norms to employees, so that employees feel more confident at work. Research by Jang & Oh (2019), on nurses in South Korea shows that leaders who provide respect and support to nurses can increase job satisfaction among nurses. Franczukowska et al. (2021), researched the effect of ethical leadership on job satisfaction of health workers in Austria. This study shows that ethical leadership has a wider range, such as the socio-emotional competence of the leader, which is reflected through the superior's attention to the team, support from the superior for the team, setting clear work standards, and creating a safe and comfortable work environment. Similar research on nurses in Portugal conducted by Freire & Bettencourt (2020) found that the character of superiors with ethical leadership made nurses feel more satisfied at work despite having a high workload. H1: Ethical leadership has a positive and significant effect on job satisfaction.

The influence of perceived organizational support on job satisfaction

Perceived organizational support is the employee's perception that the organization values contributions and cares about employee well-being (Rhoades et al., 2001). Employees evaluate organizational support through the organization's fulfillment of employee needs for validation, appreciation, and affiliation, and to assess the benefits of increased work effort (Capone et al., 2022). Rhoades et al. (2001), explained that the three dimensions of perceived organizational support consist of 1) fairness as how fair the organization is in making policies and procedures that can affect employee welfare, 2) organizational support, can be interpreted as how well the organization provides the tools, assistance, and opportunities employees need at work, and 3) organizational rewards and job conditions, can be interpreted as recognition of employees' efforts, achievements, and value to the organization.

Wu et al. (2023), researched the effect of perceived organizational support on job satisfaction. The results of this study indicate that perceived organizational support has a positive and significant effect on job satisfaction. Organizations that provide support to employees in the form of fairness at work, training, supervision, appropriate and fair compensation, and clear company regulations can increase job satisfaction among employees (Wu et al., 2023). Mascarenhas et al. (2022), researched the effect of perceived organizational support on job satisfaction, and the results of this study showed that perceived organizational support has a positive and significant effect on job satisfaction, both from the perspective of employees of male and female employees. One way for employees to "pay back" their organization is to commit more fully to job roles and devote more cognitive, emotional, and physical resources to employee efforts at work (Mascarenhas et al., 2022).

H2: Perceived organizational support has a positive and significant effect on job satisfaction.

The influence of ethical leadership on psychological empowerment

Ethical leadership is one of the predictors of psychological empowerment (Qing et al., 2020). Employees will psychologically feel more empowered when leaders demonstrate and communicate the value and direction of employees' work (Suifan et al., 2020). Ethical leadership improves organizational performance by integrating moral values into organizational practices, and ethics plays an important role in developing the right set of ideas, thoughts, and principles, as well as influencing individual work behaviors and actions (Guo, 2022).

Frazier & Jacezko (2021), researched the effect of ethical leadership on psychological empowerment in employees in the Mid-Atlantic, United States. The results of this study show that employees can work better in teams when led by leaders with ethical leadership styles because, psychologically, employees feel that leaders are fair and ethical (Frazier & Jacezko, 2020). Research from Sahraei et al. (2021), shows that ethical leader behavior that supports individual rights (such as dignity, respect, and independence), will make employees feel more empowered. Ahmed & Khan (2023), stated that psychological empowerment positively mediates the relationship between ethical leadership and employee pro-organizational behavior.

H3: Ethical leadership has a positive and significant effect on psychological empowerment.

The influence of perceived organizational support on psychological empowerment

Employees will feel psychologically empowered when the organization provides support through rewards or the availability of resources that act as an amplifier of employee motivation (Llorente-Alonso et al., 2024). Perceived organizational support influences psychological empowerment by giving employees access to resources in the organization and using their skills, abilities, and authority in making decisions to complete their tasks (Aziz et al., 2024). Based on Social Exchange Theory and reciprocity norms, employees who feel supported by the organization will feel more psychologically empowered (Maan et al., 2020).

The study conducted by Maan et al. (2020) shows that psychological empowerment acts as a mediator between perceived organizational support and job satisfaction. Maan et al. (2020) explained that psychological empowerment strengthens employees' independence and control in decision making and problem solving. The study conducted by Aziz et al. (2024), shows that perceived organizational support acts as a predictor of psychological empowerment through the support provided by the organization, so that employees feel they have power in terms of responsibility, and this creates a sense of empowerment for employees.

H4: Perceived organizational support has a positive and significant effect on psychological empowerment.

The influence of psychological empowerment on job satisfaction

Psychological Empowerment refers to the synthesis of psychological states or cognitions experienced by individuals (Sun et al., 2022). Psychological empowerment is a subjective, cognitive, and attitudinal process that helps individuals feel effective, competent, and authorized to carry out tasks (Llorente-Alonso et al., 2024). Mathew & Nair (2022), explain that there are four dimensions of psychological empowerment, 1) Meaning, indicating the extent to which subordinates' beliefs and morals match the situation of job diversity and job needs, 2) Competence, indicating how much confidence an employee has in carrying out a task at work or commonly associated with self-efficacy, 3) Self-determination, indicating the employee's perception of the level of autonomy and level of control in the work process, and 4) Impact, occurs when employees have the confidence to influence operational, administrative, strategic, and organizational productivity in the workspace.

Orlowska & Laguna (2023), stated in their research that nurses who are empowered through supportive management practices will tend to feel more confident in their ability to contribute meaningfully at work. This condition will increase job satisfaction and thus reduce the level of burnout in nurses. Research results from Garcia-Juan et al. (2020), show that employees with high levels of psychological empowerment will also have high levels of job satisfaction and low levels of anxiety at work. This happens because employees feel confident in their competence. The results of research from Mufti et al. (2020), show that the type of leadership from superiors will affect the level of psychological empowerment and will have an impact on employee job satisfaction. When leaders can generate confidence in employees, employees will work at full capacity and will feel satisfied.

H5: Psychological empowerment has a positive and significant effect on job satisfaction.

The role of psychological empowerment mediates the effect of ethical leadership on job satisfaction

Sutrisno (2019), explains that several factors can affect job satisfaction, one of which is a psychological factor related to the psychological condition of employees. The peace that employees get at work and the compatibility between work and personal interests are also important parts of this factor. Eliyana et al. (2022), explain psychological empowerment as the belief and perception of individuals that they can make a difference by having independence in the decision-making process and having the confidence to initiate change, having the ability and skills to determine their destiny, achieve goals, and feel meaning in the work they do. Llorente-Alonso et al. (2024), explained that there are several antecedents of psychological empowerment which are included in psychosocial and organizational factors, one of which is leadership which can be interpreted as the extent to which a leader can motivate his employees to do more than they expect, and the extent to which the same leader succeeds in increasing employees' desire to work hard and achieve success.

Qing et al. (2020), researched the effect of ethical leadership on job satisfaction mediated by psychological empowerment in the Chinese public sector. The results of this study indicate that ethical leadership has a direct relationship with job satisfaction and an indirect relationship mediated by psychological empowerment. Ethical leaders will strengthen employees' psychological empowerment by showing ethical leadership behavior, which ultimately leads to an increase in the level of satisfaction and organizational commitment (Qing et al., 2020). Research from Yuan

et al. (2022) shows that leaders with ethical leadership styles will protect and promote employee rights, dignity, and autonomy, which can increase psychological empowerment so that employees feel satisfied.

H6: Psychological empowerment mediates the effect of ethical leadership on job satisfaction.

The role of psychological empowerment mediates the effect of perceived organizational support on job satisfaction

Employees are aware of organizational support based on the frequency, intensity, and seriousness of the organization in providing social rewards such as appreciation and material rewards for employees' best efforts (Mascarenhas et al., 2022). Employees whose socio-emotional needs are met will tend to have higher levels of job satisfaction (Dorta-Afonso et al., 2023). Perceived organizational support can be included in several categories of factors that affect employee job satisfaction, such as psychological factors (appreciation, fulfillment of socio-emotional needs), social factors (support from the organization and superiors), and physical factors (environment and resources provided by the company) (Sutrisno, 2019).

Maan et al. (2020), researched the relationship between POS and job satisfaction mediated by psychological empowerment from the manufacturing sector in Pakistan. The results of this study indicate that employees who feel supported by the organization will feel more psychologically empowered, so that they will feel more satisfied with their work (Maan et al., 2020). Psychological empowerment helps employees in decision making and problem solving to provide independence and control. Research from Lamm et al. (2015), shows that perceived organizational support can affect employees' psychological empowerment. This happens because the socio-emotional needs of employees are met through the support and assistance provided by the organization. Employees will feel psychologically empowered, so that job satisfaction also increases.

H7: Psychological empowerment mediates the effect of perceived organizational support on job satisfaction.

2 Materials and Methods

Sample and Sampling Method

The population in this study was all nurses recorded as working at Ari Canti Hospital until 2024, with a total of 250 people. This study uses the Slovin Formula in determining the sample size to be used. The results of the calculation with the Slovin Formula show that 154 nurses will be representative enough to describe the population of nurses at Ari Canti Hospital with a margin of error of 5 percent. This study uses a proportional random sampling technique. This technique ensures that each subgroup is represented in the sample according to its distribution in the population. Questionnaires will be distributed using a table of random numbers from Microsoft Excel's random formula function. The names of 154 nurses will be grouped by unit and given a number according to the number of nurses in each unit. The random function from Microsoft Excel will randomly select numbers.

Data Collection and Analysis Procedure

This research is associative research with a quantitative approach that aims to examine the relationship between ethical leadership, perceived organizational support, psychological empowerment, and job satisfaction. Data were collected using a questionnaire-based survey with a Likert Scale ranging from 1 (strongly disagree) to 5 (strongly agree) and analyzed using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method with SmartPLS software to evaluate the relationship between research variables. This study uses quantitative data obtained from questionnaire survey results developed based on research indicators. The type of data used is primary data, which is obtained directly from respondents, who are 154 nurses from Ari Canti Hospital. Data was collected through an online questionnaire using the Google Forms platform. The indicators of each variable referred to the sources as shown in Table 1.

Table 1
Source of Questionnaire Indicators

Variable	Indicators	Source
Ethical Leadership	10	Brown et al. (2005)
Perceived Organizational Support	9	Eisenberger et al. (1986), Rhoades et al. (2001), and Rhoades & Eisenberger (2002)
Psychological Empowerment	11	Spreitzer (1995); Chiang & Hsieh (2012); and Cyfert et al. (2022)
Job Satisfaction	38	Spector (1985)
Total Items	68	

Conceptual Framework

The objective of this study is to analyze nurses' job satisfaction by examining the factors influencing job satisfaction based on Social Exchange Theory. The conceptual framework can be depicted in Figure 1.

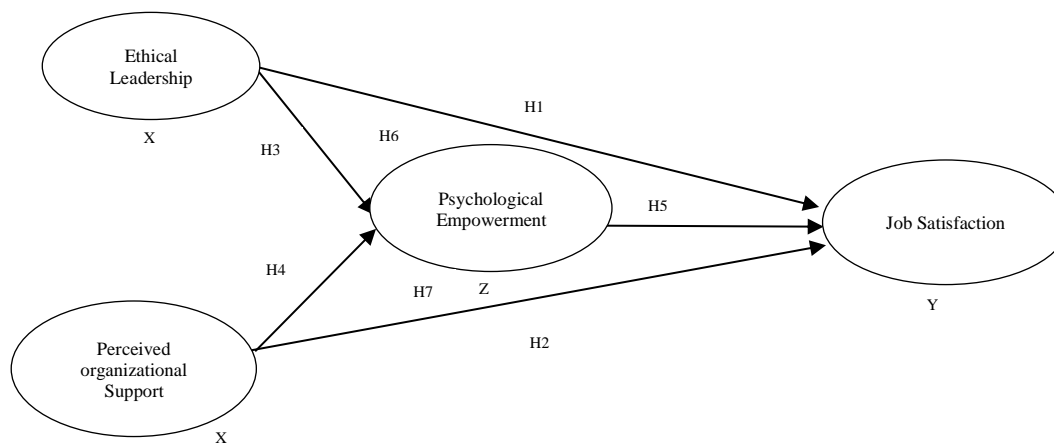


Figure 1. Conceptual Framework

3 Results and Discussions

Descriptive Analysis

Descriptive analysis is used to provide an overview of the characteristics of respondents, consisting of 154 nurses of Ari Canti Hospital. The nurses come from 12 divisions. Based on gender characteristics, nurses in Ari Canti Hospital are dominated by female nurses as many as 124 people or 81 percent, with only 30 male nurses, or 19 percent. Based on position characteristics, Ari Canti Hospital is dominated by nurses with staff positions as many as 126 people or 82 percent. Nurse as Head of the Room is the highest position of the five people or 3 percent. Based on the educational background, the majority of nurses are Diploma 3 (D3) graduates, as many as 78 people or 51 percent. This is in line with the requirement that a nurse must have a minimum education of D3 nursing, which is equipped with a Competency Test and obtain a Registration Certificate (STR). Based on age characteristics, Ari Canti Hospital nurses are dominated by nurses with an age range of 29 - 44 years or Millennial Generation, as many as 93 people or 60 percent. This is in line with the working period of nurses in Ari Canti Hospital, which is dominated by the range of 0 - 5 years and 5 - 15 years as many as 71 people and 46 percent.

Table 2
Result of Discriminant Validity Using HTMT Criterion

Variable	Ethical Leadership	Job Satisfaction	Perceived Organizational Support	Psychological Empowerment
Ethical Leadership				
Job Satisfaction	0,825			
Perceived Organizational Support	0,626	0,738		
Psychological Empowerment	0,521	0,655	0,612	

Henseler et al. (2015), explained that the Heterotrait-Monotrait Method (HTMT) is a more sensitive and reliable approach in detecting discriminant validity, especially in models with highly correlated constructs. Therefore, the HTMT test results can provide a strong basis for stating that a model meets the discriminant validity criteria, provided that the HTMT value between constructs is below the 0.90 threshold. Table 2 shows that all HTMT values between constructs are below the 0.90 threshold. This indicates that each construct in the model has conceptually adequate differences, and discriminant validity is considered met.

b. Structural Model Evaluation (Inner Model)

Based on the validity assessment of the measurement model, this suggests that the indicators, serving as measures of latent variables, are each valid and reliable. Subsequently, an analysis of the structural model was conducted to ascertain the goodness-of-fit of the model in this research by focusing on the Q^2 predictive relevance model. Evaluation Result of Goodness of Fit Model is depicted in Table 3.

Table 3
Evaluation Result of Goodness of Fit Model

	R Square	R Square Adjusted	Q^2
Psychological Empowerment	0.322	0.670	0,781
Job Satisfaction	0.677	0.313	

Table 3. shows that the evaluation of the inner model yielded a Q^2 value of 0.781, which closely approaches the value of 1. Consequently, these results suggest that the model can explain 78.1% of the information within the data, signifying a strong explanatory power. This is considered excellent, as for the remaining 21.9%, it is attributed to other variables outside the model or error. The outcomes of the model assessment in this study affirm that the constructs utilized are both valid and reliable, so further hypothesis testing will be continued.

Inferential Statistical Analysis (PLS-SEM Analysis)

Hypothesis testing was conducted employing the bootstrapping method to examine the relationships among the variables as in Figure 3.

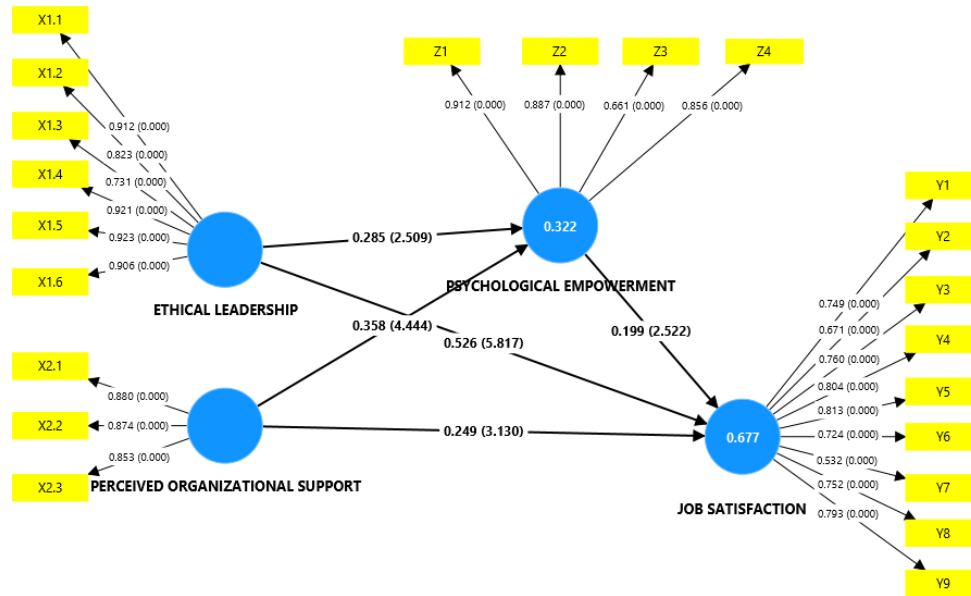


Figure 3. Structural Model Evaluation (Inner Model)

A hypothesis was carried out to determine the magnitude of the T-statistic and P-value. The results of the path coefficients test show that all relationships tested in the model are positive and significant, with a t-statistic value > 1.96 and p-value <0.05. The direct effect test result is shown in Table 4, and the indirect effect test results are shown in Table 5

Table 4
Direct Effect Test Results

Variable	Path Coefficient	T-Statistics	P-Values	Hypothesis
Ethical Leadership -> Job Satisfaction	0.526	6.406	0.000	Accepted
Perceived Organizational Support -> Job Satisfaction	0.249	3.510	0.001	Accepted
Ethical Leadership -> Psychological Empowerment	0.285	2.817	0.005	Accepted
Perceived Organizational Support -> Psychological Empowerment	0.357	4.432	0.000	Accepted
Psychological Empowerment -> Job Satisfaction	0.199	2.643	0.009	Accepted

Table 5
Indirect Effect Test Results

Variable	Path Coefficient	T-Statistics	P-Values	Hypothesis
Ethical Leadership -> Psychological Empowerment -> Job Satisfaction	0.057	2.186	0.030	Accepted
Perceived Organizational Support -> Psychological Empowerment -> Job Satisfaction	0.071	2.140	0.034	Accepted

Discussion

The Effect of Ethical Leadership on Job Satisfaction

The research shows the results of data analysis by hypothesis one (H1). This shows that ethical leadership has a positive and significant effect on job satisfaction. The better the nurses' perception of the ethical leadership style of the superiors, the higher the level of job satisfaction of the nurses. Nurses are required to work following professional ethics, procedures, and standards that have been determined by the hospital. The results of this study confirm Social Exchange Theory that employees who perceive their superiors as ethically strong, fair, and trustworthy will tend to reciprocate through beneficial behavior by showing better performance and higher job satisfaction.

Employees who have good ethical leadership perceptions will consider their superiors to be fair, open, honest, and live their daily lives based on ethics, morals, and applicable standards. Employees will make the leader a role model or example at work. The results of this study are in line with research from [Franczukowska et al. \(2021\)](#) and [Freire & Bettencourt \(2020\)](#), which states that ethical leadership has a positive and significant effect on the job satisfaction of nurses.

The Effect of Perceived Organizational Support on Job Satisfaction

The study shows the results of data analysis following hypothesis two (H2). This shows that perceived organizational support has a positive and significant effect on job satisfaction. The nurses have a fairly high perception of support from the organization. This can be interpreted that nurses feel that the organization has shown relatively good concern for the needs and welfare of nurses. However, the level of nurse satisfaction in the pay dimension shows two indicators at a low level. This shows that although nurses feel that management has provided sufficient support, the nominal and frequency of salary increases given to nurses are not satisfactory. This shows that perceived organizational support has a positive and significant effect on job satisfaction. The higher the perceived organizational support felt by nurses, the higher the level of job satisfaction they have.

The results of this study are in line with research from [Wu et al. \(2022\)](#) and [Ipsen et al. \(2022\)](#), which state that perceived organizational support has a positive and significant effect on job satisfaction. Employees with good perceived organizational support will feel part of the company and will feel satisfied at work. The results of this study are also in line with research from [Sungu et al. \(2019\)](#), which states that employees who receive support from the organization will feel obliged to return it in the form of satisfaction at work.

The Effect of Ethical Leadership on Psychological Empowerment

The study shows the results of data analysis following hypothesis three (H3). This shows that ethical leadership has a positive and significant effect on psychological empowerment. The better the nurses' perceptions of the ethical leadership style of the superiors, the stronger the psychological empowerment felt by the nurses. Leaders with an ethical leadership style not only treat employees with respect and fairness but can also be an example in carrying out work based on ethics, morals, and standards. Nurses will feel that they have qualified competence when their superiors can provide direction and constructive feedback. Superiors who can communicate the value and purpose of a work activity will lead nurses to interpret the meaning of their work.

The results of this study also support the statement from [Llorente-Alonso et al. \(2024\)](#), that one of the psychosocial and organizational factors that can influence psychological empowerment is access to support obtained through the leadership style of the leaders. The results of this study are also in line with research from [Frazier & Jacezko \(2021\)](#), which states that when superiors apply ethical leadership, employees will feel more psychologically empowered. The results of this study are also in line with research from [Suifan et al. \(2020\)](#) and [Hu et al. \(2018\)](#), which shows that ethical leaders can create a comfortable work environment for employees to develop positive perceptions of themselves and the work environment.

The Effect of Perceived Organizational Support on Psychological Empowerment

The study shows the results of data analysis following hypothesis four (H4). This shows that perceived organizational support has a positive and significant effect on psychological empowerment. Nurses have a sufficient level of perceived organizational support, but cannot be categorized at a high level of perceived organizational support. For example,

nurses do not have a high perception that management cares about nurses' well-being. Nurses also have a sufficient level of psychological empowerment. This indicates that nurses who feel supported by management will build a feeling of psychological empowerment.

The results of this study are in line with [Park & Kim's \(2022\)](#), which states that the level of psychological empowerment of employees is not only influenced by external factors but also by perceptions that are built on the views and conclusions obtained from what is given by management. The results of this study are also in line with research from [Maan et al. \(2020\)](#), which states that when employees get support from management, employees will build positive characteristics of the organization. This makes employees internalize these positive characteristics towards the psychology of employees.

The Effect of Psychological Empowerment on Job Satisfaction

The study shows the results of data analysis following hypothesis five (H5). This shows that psychological empowerment has a positive and significant effect on job satisfaction. The stronger the psychological empowerment felt by nurses, the higher the level of job satisfaction of nurses. Ari Canti Hospital nurses have a strong level of psychological empowerment with a sufficient level of job satisfaction. This indicates that nurses with a high level of motivation will feel competent at work, be able to plan and do work independently, and contribute to the nursing division, so they will feel satisfied at work. The results of the study contribute to and confirm Social Exchange Theory, which states that fulfilling employees' socio-emotional needs through superiors and support from the organization can build employees' feelings of psychological empowerment.

Employees with a good level of psychological empowerment will feel that they have qualified competence at work, find meaning in the profession they do, feel confident in their abilities, and feel that their contributions have an impact on the division and organization. Employees who have a high level of job satisfaction will have a positive evaluation of all aspects of their job. The results of this study are in line with research from [Mufti et al. \(2020\)](#) and [Garcia-Juan et al. \(2020\)](#), which show psychological empowerment has a positive and significant effect on job satisfaction.

The Role of Psychological Empowerment Mediates the Effect of Ethical Leadership on Job Satisfaction

The study shows the results of data analysis in accordance with hypothesis six (H6). This shows that psychological empowerment mediates the effect of ethical leadership on job satisfaction positively and significantly. This shows that the better the nurses' perceptions of ethical leadership from superiors, the psychological empowerment felt by nurses will be stronger and affect the level of job satisfaction. Psychological empowerment partially mediates the effect of ethical leadership on job satisfaction. Ethical leaders have the ability to create a positive and empowering work environment so that employees feel psychologically empowered. Employees who feel psychologically empowered will feel more satisfied at work and be able to mitigate the emotional exhaustion.

The results of this study are in line with research from [Yuan et al. \(2022\)](#), which states that psychological empowerment acts as a mediator between ethical leadership and job satisfaction. The results of this study are also in line with research from [Qing et al. \(2020\)](#) which states that ethical leaders inspire employees to feel competent, have influence, understand the meaning of work, and be independent at work through emotional attachment which then makes employees more satisfied at work.

The Role of Psychological Empowerment Mediates the Effect of Perceived Organizational Support on Job Satisfaction

The study shows the results of data analysis following hypothesis seven (H7). This shows that psychological empowerment mediates the effect of perceived organizational support on job satisfaction positively and significantly. This shows that the higher the perceived organizational support felt by nurses, the psychological empowerment felt by nurses will be and affect the level of job satisfaction of nurses. Psychological empowerment partially mediates the effect of perceived organizational support on job satisfaction.

Nurses who feel supported by management by being provided with adequate resources and work facilities, and feel that their contributions are recognized, will feel more psychologically empowered. Nurses will also stay at Ari Canti Hospital when they feel they receive socio-emotional support. Nurses who feel supported by management will have a positive perception of the company. Nurses who feel more psychologically empowered will have higher levels of job satisfaction. The results of this study are in line with research conducted by [Maan et al. \(2020\)](#) and [Lamm et al. \(2015\)](#)

which shows that perceived organizational support plays an important role in increasing the psychological empowerment felt by employees so that the level of job satisfaction will also increase.

4 Conclusion

The results of this study show that ethical leadership and perceived organizational support have a positive influence on nurses' job satisfaction, both directly and through the mediating role of psychological empowerment. Ethical leadership is proven to increase psychological empowerment and job satisfaction, indicating that leaders who applied ethical leadership style are more likely to make nurses feel competent and intrinsically motivated and in turn feel more satisfied. Perceived organizational support also plays a significant role in increasing job satisfaction, both directly and through psychological empowerment as a mediator, confirming that support from management can increase individual motivation by feeling recognized and appreciated and in turn can increase job satisfaction.

The implications of this research are divided into two main aspects, namely theoretical implications and practical implications. Theoretically, the results of this study provide theoretical implications regarding Social Exchange Theory and the development of Human Resource Management Science related to ethical leadership, perceived organizational support, psychological empowerment, and job satisfaction. The results of the study contribute and confirm Social Exchange Theory which states that meeting employees' socio-emotional needs through superiors and support from the organization can build employees' feelings of psychological empowerment so that employees will stay in the organization. The results of this study contribute to empirical studies and strengthen the results of previous studies. In particular, this study strengthens the development of mediation models in the context of job satisfaction. Ethical leadership and perceived organizational support not only have a direct effect on job satisfaction but also indirectly through psychological empowerment.

The results of this study can be used as input and consideration for Ari Canti Hospital management in managing employees, especially nurses as medical personnel with the largest number in Ari Canti Hospital. The results concluded that the perception of Ari Canti Hospital nurses towards ethical leadership is good, nurses' perceptions of the support provided by the organization are quite high, nurses' perceptions of their psychological empowerment are quite strong and the level of job satisfaction of nurses is quite high. The company can evaluate and take actions that support nurses in terms of compensation, provision of facilities, resources and socio-emotional fulfillment of employees such as recognition and appreciation programs so that the level of job satisfaction of nurses can be increased.

Limitation

The scope of the research was carried out only limited to Ari Canti Hospital with Type C Hospital so that the results cannot be generalized regarding how the perception or level of interpretation of each respondent in other companies. This research was only conducted at a certain period of time or cross-sectional, while the environment is dynamic so it is hoped that this research can be done again in the future. This research examines the mediating role of psychological empowerment on the effect of ethical leadership and perceived organizational support on job satisfaction. Many other variables can be further tested related to job satisfaction in nurses, as well as other studies that can be conducted and further explored in hospitals.

Conflict of interest statement

The authors declared that they have no competing interests.

Statement of authorship

The authors have a responsibility for the conception and design of the study. The authors have approved the final article.

Acknowledgments

I would like to express my sincere gratitude to Dr. Dra. I Gusti Ayu Manuati Dewi, M.A., for her invaluable guidance throughout this study. Her insightful feedback and expertise were instrumental in shaping this research. I also extend my appreciation to The Management of Ari Canti Hospital Gianyar for providing access to essential resources. Additionally, I acknowledge the support from Udayana University, which made this study possible. Finally, I appreciate the encouragement from my colleagues and family, whose support kept me motivated throughout the research process.

References

- Ahmad, I., & Umrani, W. A. (2019). The impact of ethical leadership style on job satisfaction: Mediating role of perception of Green HRM and psychological safety. *Leadership & Organization Development Journal*, 40(5), 534-547.
- Ahmad, M. S., Barattucci, M., Ramayah, T., Ramaci, T., & Khalid, N. (2022). Organizational support and perceived environment impact on quality of care and job satisfaction: a study with Pakistani nurses. *International Journal of Workplace Health Management*, 15(6), 677-693.
- Ahmad, R., Nawaz, M. R., Ishaq, M. I., Khan, M. M., & Ashraf, H. A. (2023). Social exchange theory: Systematic review and future directions. *Frontiers in Psychology*, 13, 1015921.
- Ahmed, M., & Khan, M. I. (2023). Beyond the universal perception: Unveiling the paradoxical impact of ethical leadership on employees' unethical pro-organizational behavior. *Heliyon*, 9(11).
- Al Daboub, R. S., Al-Madadha, A., & Al-Adwan, A. S. (2024). Fostering firm innovativeness: Understanding the sequential relationships between human resource practices, psychological empowerment, innovative work behavior, and firm innovative capability. *International Journal of Innovation Studies*, 8(1), 76-91. <https://doi.org/10.1016/j.ijis.2023.12.001>
- Aziz, N. M. A., Abdul Wahab, S. R., Shaari, R., Sarip, A., & Mohd Arif, L. S. (2024). The effect of psychological empowerment on the relationship between perceived organizational support and career satisfaction at manufacturing sector in Johor. *SAGE Open*, 14(1), 21582440231221131.
- Bellou, V., & Dimou, M. (2022). The impact of destructive leadership on public servants' performance: the mediating role of leader-member exchange, perceived organizational support and job satisfaction. *International Journal of Public Administration*, 45(9), 697-707.
- Blau, P. (2017). *Exchange and power in social life*. Routledge.
- Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *The leadership quarterly*, 17(6), 595-616. <https://doi.org/10.1016/j.leaqua.2006.10.004>
- Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational behavior and human decision processes*, 97(2), 117-134. <https://doi.org/10.1016/j.obhdp.2005.03.002>
- Capone, V., Borrelli, R., Marino, L., & Schettino, G. (2022). Mental well-being and job satisfaction of hospital physicians during COVID-19: relationships with efficacy beliefs, organizational support, and organizational non-technical skills. *International journal of environmental research and public health*, 19(6), 3734.
- Chiang, C. F., & Hsieh, T. S. (2012). The impacts of perceived organizational support and psychological empowerment on job performance: The mediating effects of organizational citizenship behavior. *International journal of hospitality management*, 31(1), 180-190. <https://doi.org/10.1016/j.ijhm.2011.04.011>
- Cyfert, S., Szumowski, W., Dyduch, W., Zastempowski, M., & Chudziński, P. (2022). The power of moving fast: responsible leadership, psychological empowerment and workforce agility in energy sector firms. *Heliyon*, 8(10).
- Djaya, Y. A., Lataruva, E., & Arminta, E. (2024). Ethical Leadership On Job Satisfaction: The Role Of Psychological Safety And Self-Efficacy. *Eduvest-Journal of Universal Studies*, 4(7), 5945-5960.
- Dorta-Afonso, D., Romero-Domínguez, L., & Benítez-Núñez, C. (2023). It's worth it! High performance work systems for employee job satisfaction: The mediational role of burnout. *International Journal of Hospitality Management*, 108, 103364. <https://doi.org/10.1016/j.ijhm.2022.103364>
- Dube, N., & Ndofirepi, T. M. (2024). Academic staff commitment in the face of a role (im) balance between work and personal life: can job satisfaction help?. *European Journal of Management Studies*, 29(1), 31-50.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied psychology*, 71(3), 500.
- Eisenberger, R., Rhoades Shanock, L., & Wen, X. (2020). Perceived organizational support: Why caring about employees counts. *Annual Review of Organizational Psychology and Organizational Behavior*, 7(1), 101-124.
- Eliyana, A., & Anwar, A. (2022). Creating the path for quality of work life: A study on nurse performance. *Heliyon*, 8(1).
- Franczukowska, A. A., Krczal, E., Knapp, C., & Baumgartner, M. (2021). Examining ethical leadership in health care organizations and its impacts on employee work attitudes: an empirical analysis from Austria. *Leadership in Health Services*, 34(3), 229-247.

- Frazier, M. L., & Jacezko, M. C. (2021). Leader Machiavellianism as an antecedent to ethical leadership: The impact on follower psychological empowerment and work outcomes. *Journal of Leadership & Organizational Studies*, 28(2), 154-168.
- Freire, C., & Bettencourt, C. (2020). Impact of ethical leadership on job satisfaction: the mediating effect of work-family conflict. *Leadership & Organization Development Journal*, 41(2), 319-330.
- García-Juan, B., Escrig-Tena, A. B., & Roca-Puig, V. (2020). Psychological empowerment: Antecedents from goal orientation and consequences in public sector employees. *Review of Public Personnel Administration*, 40(2), 297-326.
- Guo, K. (2022). The relationship between ethical leadership and employee job satisfaction: the mediating role of media richness and perceived organizational transparency. *Frontiers in Psychology*, 13, 885515.
- Hair, J. J., G. Hult, T. M., Ringle, C. M., & Sarstedt, M. (2022). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM) Third Edition. United States of America: Sages Publications, Inc.
- Heidari, S., Parizad, N., Goli, R., Mam-Qaderi, M., & Hassanpour, A. (2022). Job satisfaction and its relationship with burnout among nurses working in COVID-19 wards: A descriptive correlational study. *Annals of Medicine and Surgery*, 82, 104591. <https://doi.org/10.1016/j.amsu.2022.104591>
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the academy of marketing science*, 43, 115-135.
- Homans, G. C. (1961). Social behavior: Its elementary forms. *Harcourt, Brace, Jovanovich*.
- Hu, Y., Zhu, L., Zhou, M., Li, J., Maguire, P., Sun, H., & Wang, D. (2018). Exploring the influence of ethical leadership on voice behavior: how leader-member exchange, psychological safety and psychological empowerment influence employees' willingness to speak out. *Frontiers in psychology*, 9, 1718.
- Ipsen, C., Kirchner, K., Andersone, N., & Karanika-Murray, M. (2022). Becoming a distance manager: managerial experiences, perceived organizational support, and job satisfaction during the COVID-19 pandemic. *Frontiers in psychology*, 13, 916234.
- Jang, Y., & Oh, Y. (2019). Impact of ethical factors on job satisfaction among Korean nurses. *Nursing ethics*, 26(4), 1186-1198.
- Katircioglu, S., Arasli, H., & Cizreliogullari, M. N. (2022). The role of ethical leadership in psychological capital and job satisfaction of immigrant workers: Evidence from the hotel industry of Cyprus. *Sage Open*, 12(3), 21582440211069959.
- Lamm, E., Tosti-Kharas, J., & King, C. E. (2015). Empowering employee sustainability: Perceived organizational support toward the environment. *Journal of Business Ethics*, 128, 207-220.
- Llorente Alonso, M., García Ael, C., & Topa, G. (2024). A meta analysis of psychological empowerment: Antecedents, organizational outcomes, and moderating variables. *Current Psychology*, 43(2), pp. 1759-1784.
- Llorente-Alonso, M., García-Ael, C., & Topa, G. (2024). A meta-analysis of psychological empowerment: Antecedents, organizational outcomes, and moderating variables. *Current Psychology*, 43(2), 1759-1784.
- Maan, A. T., Abid, G., Butt, T. H., Ashfaq, F., & Ahmed, S. (2020). Perceived organizational support and job satisfaction: a moderated mediation model of proactive personality and psychological empowerment. *Future Business Journal*, 6, 1-12.
- Mascarenhas, C., Galvão, A. R., & Marques, C. S. (2022). How perceived organizational support, identification with organization and work engagement influence job satisfaction: a gender-based perspective. *Administrative Sciences*, 12(2), 66.
- Mathew, J., & Nair, S. (2022). Psychological empowerment and job satisfaction: A meta-analytic review. *Vision*, 26(4), 431-440.
- Ministry of Health of the Republic of Indonesia. (2022). Keputusan Menteri Kesehatan Republik Indonesia Nomor HK.01.07/MENKES/1128/2022 tentang Standar Akreditasi Rumah Sakit. Jakarta: Kementerian Kesehatan RI.
- Ministry of Health of the Republic of Indonesia. (2024). Profil Kesehatan Indonesia 2023. Juni. Kementerian Kesehatan Republik Indonesia. Jakarta.
- Mufti, M., Xiaobao, P., Shah, S. J., Sarwar, A., & Zhenqing, Y. (2020). Influence of leadership style on job satisfaction of NGO employee: The mediating role of psychological empowerment. *Journal of Public Affairs*, 20(1), e1983.
- National Nurses United. (2021) Protecting our front line: ending the shortage of good nursing jobs and the industry-created unsafe staffing crisis. December. National Nurses United Oakland. California.
- Orlowska, A., & Laguna, M. (2023). Structural and Psychological Empowerment in Explaining Job Satisfaction and Burnout in Nurses: A Two-Level Investigation. *Journal of Nursing Management*, 2023(1), 9958842.

- Park, J., & Kim, W. (2022). The impact of perceived organizational support on innovative work behaviour through psychological empowerment: Focusing on the moderated mediating role of organizational procedural justice. *Journal of Technical Education and Training*, 14(1), 178-191.
- Pramana, I. G. N. A. A., & Putra, M. S. (2022). The effect of work-life balance on work engagement mediated by job satisfaction and life satisfaction: Study on Balai Pemasarakatan kelas I Denpasar's employee. *International Research Journal of Management, IT and Social Sciences*, 9(5), 735-748. <https://doi.org/10.21744/irjm.v9n5.2179>
- Qing, M., Asif, M., Hussain, A., & Jameel, A. (2020). Exploring the impact of ethical leadership on job satisfaction and organizational commitment in public sector organizations: The mediating role of psychological empowerment. *Review of Managerial Science*, 14(6), 1405-1432.
- Raharto, A., & Noveria, M. (2020). Nurse migration and career development: the Indonesian case. *Human resources for the health and long-term care of older persons in Asia. ERIA*, 63-102.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of applied psychology*, 87(4), 698-714.
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: the contribution of perceived organizational support. *Journal of applied psychology*, 86(5), 825-836.
- Sahraei Beiranvand, M., Beiranvand, S., Beiranvand, S., & Mohammadipour, F. (2021). Explaining the effect of authentic and ethical leadership on psychological empowerment of nurses. *Journal of nursing management*, 29(5), 1081-1090.
- Spector, P. E. (1985). Measurement of human service staff satisfaction: Development of the Job Satisfaction Survey. *American journal of community psychology*, 13(6), 693.
- Spreitzer, G. M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Academy of management Journal*, 38(5), 1442-1465.
- Suifan, T. S., Diab, H., Alhyari, S., & Sweis, R. J. (2020). Does ethical leadership reduce turnover intention? The mediating effects of psychological empowerment and organizational identification. *Journal of Human Behavior in the Social Environment*, 30(4), 410-428.
- Sun, B., Zhu, F., Lin, S., Sun, J., Wu, Y., & Xiao, W. (2022). How is professional identity associated with teacher career satisfaction? A cross-sectional design to test the multiple mediating roles of psychological empowerment and work engagement. *International Journal of Environmental Research and Public Health*, 19(15), 9009.
- Sungu, L. J., Weng, Q., & Kitule, J. A. (2019). When organizational support yields both performance and satisfaction: the role of performance ability in the lens of social exchange theory. *Personnel Review*, 48(6), 1410-1428.
- Sutrisno, E. (2019). *Manajemen Sumber Daya Manusia*. Jakarta: PrenadamediaGroup
- Wang, Q., Zhou, X., Bao, J., Zhang, X., & Ju, W. (2020). How is ethical leadership linked to subordinate taking charge? A moderated mediation model of social exchange and power distance. *Frontiers in psychology*, 11, 315.
- Wu, J. R., Iwanaga, K., Chan, F., Lee, B., Chen, X., Walker, R., ... & Brooks, J. M. (2023). Positive organizational psychology factors as serial multiple mediators of the relationship between organization support and job satisfaction among peer support specialists. *Journal of Occupational Rehabilitation*, 33(1), 121-133.
- Yu, J., Ariza-Montes, A., Giorgi, G., Lee, A., & Han, H. (2020). Sustainable relationship development between hotel company and its employees: Linking job embeddedness, job satisfaction, self-efficacy, job performance, work engagement, and turnover. *Sustainability*, 12(17), 7168.
- Yuan, L., Pham, M. L., Dang, T. P., Nguyen, T. N. M., Vu, M. C., & Nguyen, A. T. (2022). Linking ethical leadership to job satisfaction and work engagement: The mediating role of psychological empowerment. *Journal of International Business and Management*, 5(12), 01-16.
- Zeng, X., Zhang, X., Chen, M., Liu, J., & Wu, C. (2020). The influence of perceived organizational support on police job burnout: a moderated mediation model. *Frontiers in Psychology*, 11, 948.
- Zoller, Y. J., & Muldoon, J. (2019). Illuminating the principles of social exchange theory with Hawthorne studies. *Journal of Management History*, 25(1), 47-66.