

Organizational Culture & Work Motivation: Effect on Job Satisfaction and Turnover Intention in Hospital Industry

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ABSTRACT

Employee turnover is undesirable because the greater the turnover rate, the greater the impact of losses that must be borne, and can also affect the goals of the hospital itself. So it is necessary for the hospital to find out and resolve the early signal of employee turnover intention problems. This study aims to obtain empirical evidence the effects of organizational culture and work motivation on turnover intention which is mediated by job satisfaction In Hospital industry. This research is a quantitative causality research by testing the hypothesis, with the unit of analysis are regular employees. The sample in this study used a purposive sampling method with 89 respondents. Data were analyzed using path analysis. The results show that simultaneously organizational culture and work motivation have a significant effect on turnover intention mediated by job satisfaction. Partially, organizational culture does not significantly effect on job satisfaction, work motivation has a significant effect on job satisfaction, organizational culture has a significant effect on turnover intention, work motivation has a significant effect on turnover intention, job satisfaction has a significant effect on turnover intention. Job satisfaction can mediate work motivation on turnover intention and work motivation as the most dominant variable affecting the turnover intention of hospital employees. Thus increasing employee work motivation is a priority for resolving employee turnover problems.

Keywords: Organizational Culture, Work Motivation, Job Satisfaction, Turnover Intention

INTRODUCTION

The success of a company in running business is managing human resources, because humans are dynamic resources and always needed in the process of producing goods and services. Hospital is a health care institution that has professional and organized medical and non-medical staff, and provides inpatient, with 24 hours a day services, 7 days per week (WHO). Human resources are important assets in determining the success and achievement of hospital goals. In order for service activities to work well, hospitals must have human resources who have an organizational culture and high motivation. The hospital must also try as optimal as possible so that the job satisfaction of its employees increases.

Turnover is not desired by the hospital because the greater the turnover rate, the greater the impact of losses that must be borne, and can also affect the goals of the hospital itself. So it is necessary for the hospital to notice and find out the early signal of employee turnover intention problems before the employee decides to leave.

Xyz Hospital is an organization that also has employee turnover problems, both medical and non-medical employees. In 2017 until 2019 the employee turnover rate at xyz Hospital is quite high, with average about 26.5%. Meanwhile, according to Gillies, the turnover rate in a hospital

normally ranges between 5-10% per year, it is high if the turnover rate is more than 10% per year.

The biggest reason employee turnover about 52,3% was move to another hospital. About 33.3% family reason, contract was not extended 6.7%, 3.9% for college, and health reasons as well as following the husband together in the last position about 1.9 %.

The high turnover can be affected by many factors, like organizational culture. Strong organizational culture has a considerable effect on employee behavior and directly reduces turnover, Robbins (2016). Organizational culture is important and needed to overcome the increase of turnover in employee that will affect organizational goals. In a strong culture, the core values of an organization or company are strongly held and embedded in all employees. The more employees receive these values the stronger the culture of the organization.

Besides organizational culture, work motivation can also influence someone leaving the organization. Each individual must have different motivations from each other at work. Herzberg (1996), found that motivational factors are a source of job dissatisfaction. The desire of employees to leave the company depends on their job satisfaction, shocks experienced, and personal reasons, Heneman and Judge (2003).

In its operational activities, xyz Hospital refers to the values of its organization, Respect, Integrity, Safety and Hospitality. These values are expected to be transformed into a culture that must be interpreted and inspired by all levels of the organization in each service plan. These values have supported to create an organizational culture that leads to the achievement of the hospital's vision and mission. However, the implementation of the organizational culture has not been fully implemented.

From the survey of 30 employees at the xyz Hospital it seemed that

organizational culture tended to be poor, about 62.67%, while interviews with the head of human resources, employee absences were found to be increased, some employees were still neglectful in working and cooperation was considered to be lacking in completing the work, so that performance targets are not achieved which can often lead to complaints both from team work and from customers in this which is from patient or the patient's family.

While the results of the survey for work motivation, it appears that 64% of employees tend to be less good. Hospitals are not the same as companies in general, where career development can be obtained as widely as possible. The xyz Hospital is class C hospital that is structurally very simple. So it tends to make employees bored and unable to develop. This is also reinforced by the results of the interview with the head of the HR department of the xyz Hospital, where the xyz Hospital does not yet have a salary standard, employment status, minimal development opportunities, lack of appreciation for achievement, hospital policies that often change, and there are no rules of career advancement.

And the results of the survey for employee job satisfaction tend to be less good at 60%. The xyz Hospital HR department explained that employee complaints about salaries, promotion opportunities and their coworkers indicated employee job dissatisfaction. Employees feel that the salary they receive from the company is not equal with their workload and responsibilities, the difference between the salary of new employees and old employees in the same position is not much different.

This research was conducted to try to examine the problems that had been formulated. The purpose of this study was to analyze the influence of Organizational Culture, and Work Motivation on Turnover Intention mediated by Job Satisfaction.

The motivation for this research was first, Turnover Intention as a signal to the hospital that there was a problem that had to

be get over immediately before the employee decided to leave. The Gap caused by Turnover will have an impact on the work process so that work targets cannot be achieved properly, otherwise it can cause a loss of investment for the hospital in terms of its human resources. Second, the novelty in this study is that job satisfaction acts as a mediating / intervening variable as a development from other previous studies, which places job satisfaction as an independent variable. Third, human attitudes and behavior are unique and have very changing answers depending on the situation and condition, time and perception.

LITERATURE REVIEW

Turnover Intention

Turnover is the process that employees leave the organization and have to be replaced, Mathis and Jackson (2011). According to Mobley (2011), turnover intention is the result of an individual evaluation of the continuation his relationship with the company where he works but has not been take an action.

The dimension of turnover intention used refers to Mobley (2011): 1) thoughts of quitting, 2) desire to quit, 3) intention to search for another job. Mobley (2011) states that there are factors that influence a person to move to work (turnover intention), including individual characteristics and work environment. Mathis and Jackson (2011) say the impact of turnover intention is the greater the turnover rate that occurs in a company, the greater the impact of losses that must be borne by the company. These losses include costs such as recruitment fees, training costs, productivity costs, dismissal costs.

Organizational culture

Robbins (2016) states that organizational culture is a system of shared meanings of an organization that distinguishes the organization from others. Organizational culture is a system of values obtained and developed by the organization and the basic habits and philosophies of its

founders, which are formed into rules that are used as guidelines in thinking and acting in achieving organizational goals. A culture that grows to be strong is able to spur the organization towards better development.

The dimensions used refer to the cultural dimension in the opinion of Robbins and Judge (2013). There are seven primary characteristics that collectively capture the nature of organizational culture: 1) innovation and risk taking 2) attention to detail 3) outcome orientation 4) people orientation 5) team orientation 6) aggressiveness 7) stability.

Work motivation

Motivation comes from the Latin word *movere* which means drive, driving force or strength that causes an action. The word *movere*, in English is often equated with motivation which means giving a motive or thing that gives rise to encouragement. According to Robbins and Coulter (2012) motivation is a willingness to make high-level effort to achieve organizational goals to satisfy certain individual needs.

Work motivation also determines the intensity, direction, and provisions of individuals in an effort to achieve organizational goals. The dimensions used refer to the dimensions of work motivation according to Robbins and Coulter (2012): 1) physiological needs 2) security needs 3) social needs 4) appreciation needs 5) self-actualization needs.

Job satisfaction

Luthans (2006), job satisfaction is the result of employees' perceptions about how well their work provides what is considered important. Robbins (2016), Job satisfaction is defined as a positive feeling about someone's work which is the result of an evaluation of its characteristics. General attitude, that is shows the difference between what workers receive and how much they believe they should receive.

Employees will feel satisfied if there is no difference between what is obtained

with what is desired, if the more important things are desired, the greater the dissatisfaction. The dimensions used refer to the dimensions of job satisfaction according to Robbins and Judge (2009), there are five factors job satisfaction: 1) satisfaction with work 2) satisfaction with rewards 3) satisfaction with supervision 4) satisfaction with colleagues 5) promotion opportunities.

MATERIALS & METHODS

This research was conducted at xyz Hospital which is located at Jl. Lengkong Gudang timur no.777 BSD, Tangerang Selatan. With the time the study was conducted in October 2019 until January 2020. This research was prepared using a quantitative research approach, survey methods and causality techniques. Research samples using purposive sampling method, by determining the sample on the basis of certain considerations. The total population of xyz Hospital employees is 131 employees. The inclusion criteria are regular

employees of xyz Hospital, and exclusion criteria are employees who use third cooperation, honorary employees. The number of regular employees is 89 people who are sampled or respondents in this study.

Primary data collection methods in this study were carried out using variables or questionnaires. The questionnaire used in this study refers to a Likert model scale with a rating on a scale of 1 to 5. The scale contains a number of questions stating the object to be revealed. This study has the independent variables and the dependent variable as follows:

Dependent variable (Y): Employee Turnover Intention of xyz Hospital

Independent variable (X1): Organizational Culture of Employees

Independent variable (X2): Employee Work Motivation

Intervening Variable (Z): Employee Job Satisfaction

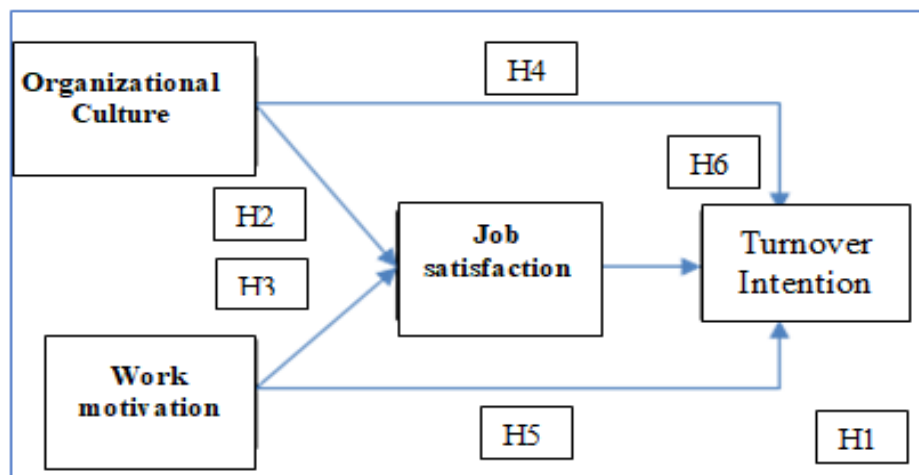


Figure 1. Research Constellation

The operational definition of turnover intention is the desire of employees to be discharged from the xyz Hospital but not yet manifested in concrete actions. The operational definition of organizational culture is a system acquired and developed by xyz Hospital and the founding habits and philosophical patterns of its founders, formed into rules that are used as guidelines for xyz Hospital employees in thinking and

acting to achieve organizational goals. The operational definition of work motivation is the willingness to carry out high-level efforts by xyz Hospital employees in order to achieve organizational goals, is required by the ability of the business to satisfy individual needs. The operational definition of job satisfaction is a positive feeling about work which is the result of an evaluation of

its characteristics while working at xyz Hospital.

The validity test in this study uses the Pearson product moment method, item analysis that corrects the score of each item with the total score which is the sum of each item score. Requirements that must be met the following criteria:

- a. If $r \geq 0.30$, then the question items from the questionnaire are valid
- b. If $r \leq 0.30$, then the question items from the questionnaire are invalid.

The reliability test uses the Cronbach's Alpha coefficient with the help of SPSS 19. The Reliability Test is used to indicate the extent to which the instruments used can be trusted or carried out to determine the consistency and accuracy of

the measurements. Variable is said to be reliable if $\alpha > 0.60$ and the instrument is declared unreliable if $\alpha < 0.60$.

This study uses the method of data analysis Path Analysis or path analysis. To analyze the causal relationship between variables and test hypotheses in this study systematically, the analysis tool used is path analysis using Amos software. Path analysis will estimate the causal influence between variables and the position of each variable in the path, both directly and indirectly. Significant models appear based on significant beta coefficients (β) on the path. To complete the path analysis, it is necessary to know the path diagram and coefficient, as follows:

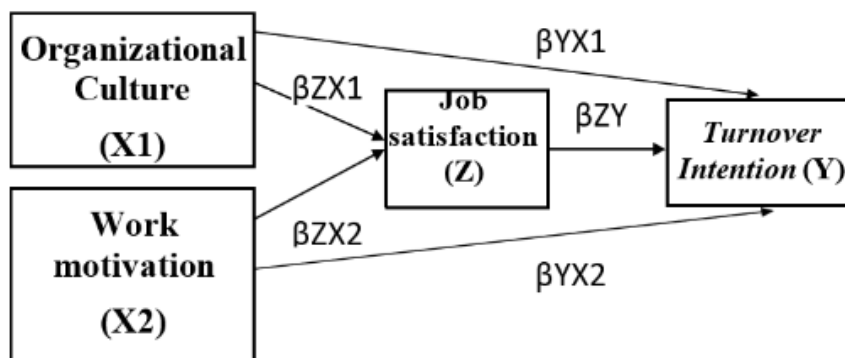


Figure 2. Path Analysis Model

$$Z = \beta X1 + \beta X2 + \epsilon 1 \dots \dots \dots (1)$$

$$Y = \beta X1 + \beta X2 + \beta Z + \epsilon \dots \dots (2)$$

Explanation

- X1 = Organizational Culture
- X2 = Work Motivation
- Z = Job Satisfaction
- Y = Turnover Intention
- $\epsilon 1, \epsilon 2$ = Disturbing Variables

Hypothesis was tested by analyzing the significance of the size of regression weight. This analysis is performed to show the magnitude of the overall effect, direct effect and indirect effect of one variable on other variables. As for the basis for making a decision of the significance test of the regression weight is:

1. If the p-value $< \alpha 0.05$, then the hypothesis becomes zero (0) and H_0 is rejected, meaning that there is an influence between the two variables statistically.
2. If the p-value $> \alpha 0.05$, then the hypothesis becomes zero (0) and H_0 is accepted meaning that there is no statistical influence between the two variables.

The regression approach to testing the mediation model that is often used as a reference is that delivered by Baron and Kenny. The first condition between the predictor variable X and the dependent variable Y must be significant, as well as the mediation and the dependent variable Y, to prove the role of mediating. If the predictor variable X and the dependent

variable Y are not proven to be related, then there will be no significant impact to be mediated.

RESULT

Grouping the results of the characteristics of 89 respondents based on age, education, salary and work units. Here are the results of the respondent profile grouping:

Table 1. Respondents Profile

No.	Respondents	Frequency	%
1.	Age		
	20-30	74	83,1
	31-40	9	10,1
	41-50	1	1,1
	>51	5	5,6
2.	Gender		
	Women	62	69,7
	Man	27	30,3
3.	Unit		
	Admin	15	16,9
	Pharmacy	3	3,4
	Midwife	20	22,5
	Laundry	2	2,2
	OB	1	1,1
	Nurse	35	39,3
	Radiographer	3	3,4
	Medical record	5	5,6
	Secretary	1	1,1
	Office Staff	4	16,9
4.	Qualification		
	High school	14	15,7
	Diploma	58	65,2
	Bachelor	17	19,1
5.	Salary/ Month (IDR)		
	< 2 Juta	1	1,1
	2Juta – 3 Juta	48	53,9
	Juta – 5 Juta	39	43,8
	> 5 Juta	1	1,1

Source: Data Processing Results, 2020

From the table it appears that the majority of respondents are aged 20-30 years by 83.1%, women by 69.7%, nurses by 39.3%, D3 education by 65.2% and monthly income of Rp.2,000,000-Rp.3,000,000 about 53.9%.

Validity test

The validity test results using the Pearson product moment methodology obtained the following results:

Table 2. Validity of Variable Turnover Intention (TOI)

Indicator	r_{xy}	r table	Explanation
TOI1	0,819	0,361	Valid
TOI2	0,828	0,361	Valid
TOI3	0,778	0,361	Valid

Source: Data Processing Results, 2020

Table 3. Validity of Organizational Culture Variables (BO)

Indicator	r_{xy}	r table	Explanation
BO1	0,561	0,361	Valid
BO2	0,702	0,361	Valid
BO3	0,373	0,361	Valid
BO4	0,777	0,361	Valid
BO5	0,730	0,361	Valid
BO6	0,516	0,361	Valid
BO7	0,541	0,361	Valid
BO8	0,658	0,361	Valid
BO9	0,563	0,361	Valid

Source: Data Processing Results, 2020

Table 4. The Validity of Work Motivation Variables (MK)

Indicator	r_{xy}	r table	explanation
MK1	0,622	0,361	Valid
MK2	0,609	0,361	Valid
MK3	0,765	0,361	Valid
MK4	0,685	0,361	Valid
MK5	0,850	0,361	Valid
MK6	0,700	0,361	Valid
MK7	0,793	0,361	Valid
MK8	0,758	0,361	Valid

Source: Data Processing Results, 2020

Table 5. The Validity of Job Satisfaction Variables (KK)

Indicator	r_{xy}	r table	Explanation
KK1	0,098	0,361	Tidak Valid
KK2	0,615	0,361	Valid
KK3	0,784	0,361	Valid
KK4	0,843	0,361	Valid
KK5	0,731	0,361	Valid
KK6	0,674	0,361	Valid
KK7	0,361	0,361	Valid

Source: Data Processing Results, 2020

The reliability test by using the Cronbach's Alpha method showed:

Table 6. Reliability Test Results

Variable	Cronbach's Alpha	Explanation
Turnover Intention (Y)	0,733	Reliable
Organization Culture (X1)	0,773	Reliable
Work Motivation (X2)	0,871	Reliable
Job Satisfaction (Z)	0,849	Reliable

Source: Data Processing Results, 2020

**Table 7. Recapitulation Matrix
Three Box Method Calculation Results**

Variable	Three Box Method Position			Conclusion
	Low	Medium	High	
Organization Culture	-	5	4	Midle
Work Motivation	-	7	1	Midle
Job Satisfaction	-	5	1	Midle
Turnover Intention	-	1	2	Midle

Source: Data Processing Results, 2020

Path Analysis

The results of data processing that has been done using the AMOS program:

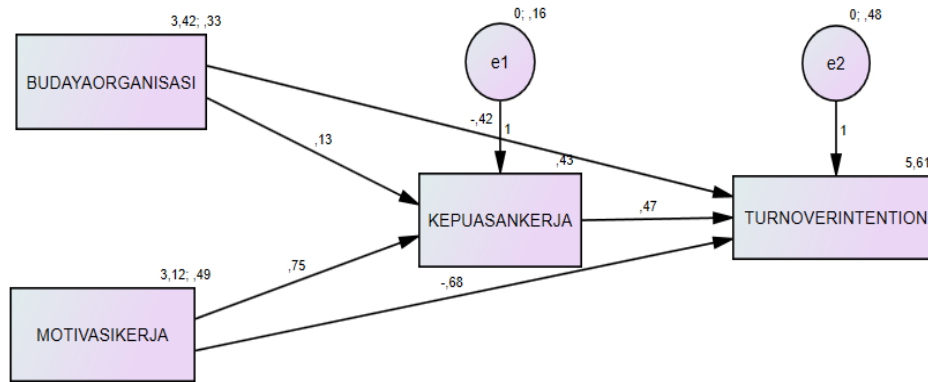


Figure 3. Output AMOS

In testing the data using amos, the chi-square results obtained 45,960, meaning that the model is close fit or sufficient

Hypothesis Test

Hypothesis testing is done by analyzing the significance of the regression weight.

Table 8. Result of Regression Weight

Path	Standarize Beta	S.E	P-value	Conclusion
Organization Culture→Job Satisfaction	0,113	0,096	0,171	Rejected
Work Motivation→Job Satisfaction	0,753	0,078	0,000	Accepted
Organization Culture→Turnover Intention	-0,423	0,168	0,012	Accepted
Work Motivation→Turnover Intention	-0,680	0,194	0,000	Accepted
Job Satisfaction→Turnover Intention	0,467	0,185	0,012	Accepted

Source: Data Processing Results, 2020

Based on the results of processing with the AMOS program the regression weight values obtained as in table 8. From the results of data processing it can be seen that organizational culture variables on job satisfaction do not significantly effect. Thus the hypothesis test can be interpreted as below:

a. Hypothesis test 1

H1: Organizational Culture (X1) and work motivation (X2) have a significant effect on Turnover Intention (Y) mediated by Job Satisfaction (Z).

With the overall acceptance of the research model, the data can be said quite fit with the model. Can be seen from the Chi-square value of 45,960, meaning that the model of the effect of organizational culture and work motivation on turnover intention with job satisfaction as an intervening variable can be accepted and can be used to test other hypotheses.

b. Hypothesis test 2

H2: Organizational Culture (X1) has a significant effect on Job Satisfaction (Z). The effect of organizational culture is not statistically significant because it is known that the probability value > 0.05 with a value of 0.171, then H2 is rejected which means the organizational culture does not have a significant effect on job satisfaction.

c. Hypothesis test 3

H3: Work Motivation (X2) has a significant effect on Job Satisfaction (Z) The test results prove that the coefficient of work motivation variable is positive at 0.753. The effect of motivation is statistically significant because it is known that the work motivation variable has a p-value of 0,000 less than 0.05, then H3 is accepted, which means that work motivation has a positive and significant effect on job satisfaction.

d. Hypothesis test 4

H4: Organizational Culture (X1) has a significant effect on Turnover Intention

(Y) The test results prove that the coefficient of organizational culture variables is negative at 0.423. The influence of motivation is statistically significant because it is known that the organizational culture variable has a p-value of 0.012 smaller than 0.05, then H4 is accepted, which means that organizational culture has a negative and significant effect on turnover intention.

e. Hypothesis test 5

H5: Work Motivation (X2) has a significant effect on Turnover Intention (Y). The test results prove that the coefficient of work motivation variable is negative at 0.680. The effect of motivation is statistically significant because it is known that the organizational culture variable has a p-value of 0.000 smaller than 0.05, then: H5 work motivation has a negative and significant effect on turnover intention.

f. Hypothesis test 6

H6: Job Satisfaction (Z) has a significant effect on Turnover Intention (Y) The test results prove that the coefficient of the variable job satisfaction is positive at 0.467. The effect of motivation is statistically significant because it is known that the variable job satisfaction has a p-value of 0.012 smaller than 0.05, then H6 job satisfaction has a positive and significant effect on turnover intention.

Intervening Variables

In this study that the Job Satisfaction variable is an intervening variable. Validation intervening variables Job Satisfaction is done by testing by comparing the magnitude of the indirect effect with the direct effect.

Table 9. Direct and Indirect Effects of Turnover Intention

Direct	Work Motivation	Organization Culture	Job Satisfaction
Job Satisfaction	0,795	0,113	0,000
Turnover intention	-0,611	-0,311	-0,398
Indirect			
Job Satisfaction	0,000	0,000	0,000
Turnover intention	0,316	0,045	0,000

Source: Data Processing Results, 2020

From Table 9, the indirect effect is smaller than the direct effect. This shows that organizational culture variables and work motivation variables more directly affect turnover intention compared to organizational culture variables and work motivation variables that are passed by job satisfaction. With the greater value of the coefficient of work motivation than organizational culture, work motivation has greater effect on turnover intention directly than organizational culture.

DISCUSSION

Hypothesis 1: Effect of Organizational Culture, Work Motivation on Turnover Intention with Job Satisfaction as an intervening variable

With the acceptance of the research model as explained earlier, it can be said that the data is fit with the model. So this model can be used to examine the effect of organizational culture, work motivation on turnover intention with job satisfaction as an intervening variable in xyz Hospital. This means that this hypothesis can be used to prove or test other hypotheses. Of the next five hypotheses, four of them were accepted, and one hypothesis was rejected.

From the descriptive test results, the average of the three variables is in the medium category. This means that if the indicators are not immediately improved, there is a possibility that it will become a factor that can cause employee turnover. This is in accordance with the theory of Mobley (2011), where according to Mobley there are two factors that can influence someone to move work (turnover intention), namely, individual characteristics and work environment.

Hypothesis 2: The Effect of Organizational Culture on Job Satisfaction

Organizational culture variables have an average in the medium category and an average score of job satisfaction variables also in the medium category. However, the employees' perceptions were

formed about their work. This can be chosen from the presence of four indicators that fall into the high category of being able to get the job done quickly with optimal results that generally get the highest response, then employees trust each other and teamwork with fellow colleagues, the company encourages employees to improve their abilities and leaders can provide clear and detailed direction and communication regarding their work.

This gives an indication that the normal work behavior of the employee will provide an attitude of high job satisfaction as well, but this is not in accordance with existing theories. Seen in the job satisfaction score data from the six indicators, there is only one indicator that gets the highest score, which is the atmosphere of kinship in working well. That means, this is due to differences in each individual employee. because job satisfaction is an attitude (positive) employees towards work, which arises based on an assessment of the work situation.

This means, changes in employee job satisfaction are not due to the suitability or incompatibility of organizational culture with the employees themselves. So that employees are always consistent with satisfaction, the company should always pay attention to indicators that can increase employee satisfaction itself.

The similarity of the results of the study with previous research by Ariyani (2012) at PT.Mandala Armada Motor and Thyophodia (2014) at the Yohanes Gabriel Rembang Foundation can be caused by similarity in organizational characteristics, which are both engaged in service services, which work more using skills Compared to labor, the majority of workers are young workers, who tend to seek high satisfaction and vary from individual to individual. So it was concluded that organizational culture did not significantly influence job satisfaction in xyz Hospital employees.

Hypothesis 3: Effect of Work Motivation on Job Satisfaction

The test results are supported from the results of a descriptive test of the average magnitude of the work motivation variable in the medium category and the job satisfaction variable also in the medium category. In accordance with Herzberg's theory, the higher the work motivation of employees the higher the job satisfaction. This is supported by the results of descriptive tests of the average magnitude of the work motivation variable in the medium category and the job satisfaction variable also in the medium category. This means that respondents from xyz Hospital employees showed work motivation was not yet fully met so that job satisfaction also received the same response. This can be seen from the lowest score, which is the salary earned now makes employee motivated with a score of 220 and the highest score is an indicator of a good relationship between employees and leaders with a value of 327. This shows that the motivation obtained in working comes from the work environment. like a good relationship with coworkers and superiors compared to salary income each month.

In accordance with the theory of Herzberg (1986), the higher the work motivation of employees the higher the job satisfaction. This means that work motivation is needed by employees in achieving job satisfaction. In this regard, so that employees are always consistent with their satisfaction, the company should always pay attention to indicators that can increase employee motivation.

From previous research, it was found that work motivation had a significant positive effect on job satisfaction, Purnomo (2014) conducted research related to work motivation and work environment on job satisfaction of employees of PT. Hyup Sung Indonesia Purbalingga. From the results obtained indicate that work motivation and the environment significantly influence job satisfaction at PT. Hyup Sung Indonesia Purbalingga. In addition, the Parimita study

(2018), about the effect of work motivation and compensation on job satisfaction on employees of PT.Tridaya Eramina Bahari. From the results of the study indicate that there is a positive and significant effect between work motivation on job satisfaction, there is a positive and significant effect between compensation on job satisfaction. Work motivation and compensation can predict job satisfaction

So it was concluded that work motivation had a positive and significant effect on job satisfaction at xyz Hospital

Hypothesis 4: The Effect of Organizational Culture on Turnover Intention

Descriptive test results of organizational culture variables that have an average score of medium category and turnover intention are also in the medium category. This means that employee respondents have not fully been able to unite and apply existing organizational cultural values and there is still the possibility of having the intention to leave the xyz Hospital.

The indicator with the highest category in turnover intention is the indicator that there is no desire to leave the company even though there are other more attractive offers. This means that when there is an attractive offer, employees tend to leave the hospital. And the next indicator with the high category is never to look for other more interesting job information. This means that the majority of employees assume that if there is another offer of information that is more interesting, then there is the desire to leave the xyz Hospital.

Whereas, the lowest score on organizational culture is on the company indicator having a clear strategy for the future of the employee's career and with the highest score on the job completed quickly with optimal results. This shows that the majority of xyz Hospital employees consider that one important aspect of work that is felt by employees is the clarity of career path. However, employees continue

to complete their work carefully and optimally.

From the explanation above, if the organizational culture has not been able to provide clarity in the career path, then what if there are other more attractive offers employees will tend to want to leave the hospital. Conversely, if there are no other more attractive offers, employees tend to keep working and complete their work quickly and optimally.

Where this is in accordance with existing theories. That is, organizational culture requires employees to achieve low turnover intention.

Robbins (2014), good organizational culture in the form of respect for the aspirations of company employees, accuracy in doing work, and cooperation that occurs between company employees. The implementation of a good organizational culture will increase the level of employee performance in the company.

Supported by previous research by Wulansari (2018), revealed the relationship between organizational culture perception and employee turnover intention at Siti Aisyah Madiun Islamic Hospital. This study uses an observational analytic method with a cross sectional approach and a total sample of 75 respondents. From the results of the study showed that there is a correlation between perceptions about organizational culture with employee turnover intention at the Islamic Hospital of Siti Aisyah Madiun.

Smirnova, et al. (2017), also examined the influence of organizational culture dimensions on expatriate turnover intentions at Five Star Hotels in Nusa Dua - Bali. The results obtained indicate that organizational culture has a negative effect on expatriate turnover intention. Paaisal (2018), also conducted research on the influence of leadership style and organizational culture on turnover through employee job satisfaction at PT. Muara Wisesa Samudra. From the results of the study show that leadership style has a significant effect on employee job

satisfaction, organizational culture has a significant effect on employee job satisfaction, authoritarian leadership style increases resulting in employee turnover will increase, organizational culture has a significant effect on employee turnover, and increased job satisfaction will have an impact on increasing employee turnover. So it was concluded that organizational culture had a negative and significant effect on turnover intention.

Hypothesis 5: The Effect of Work Motivation on Turnover Intention

The test results are supported from the descriptive results of the average variable work motivation in the medium category and the variable turnover intention in the medium category as well. This means that the majority of respondents have the perception that work motivation has not yet fully met and there is still the possibility of having the intention to leave the xyz Hospital.

This can be seen in the lowest score of work motivation indicator, which is the salary earned at this time makes motivated with a score of 240 and the highest score is in the indicator of a good relationship between employees and leaders with a value of 329. This shows that motivation obtained in working comes from a work environment such as good relations with colleagues and superiors compared to monthly salary income.

The indicator with the highest category in turnover intention is the indicator that there is desire to leave the company when there are other more interesting offers. This means that when there is an attractive offer, employees tend to leave the hospital. And the next indicator with the high category is active to look for other more interesting job information. This means that the majority of employees assume that if there is information about another offer that is more interesting, then there is the desire to leave the xyz Hospital.

From the explanation above, if work motivation cannot be fulfilled in terms of

needs physiological salary, so when there are other more interesting offers to meet physiological needs employees will tend to want to get out of the hospital. Otherwise, if there is no other offer that is more interesting, employees tend to keep working and continue to meet their social needs, namely a good relationship with employees and leaders.

This gives an indication that motivation in normal work for employees will provide a low attitude turnover intention, in other words high work motivation can reduce turnover intention where this is in accordance with existing theories. That means, work motivation is needed by employees in achieving low turnover intention.

This hypothesis is also supported in previous studies such as the study of Syahgani et al (2017) who conducted research on the effect of work motivation and organizational climate on employee turnover intention through job satisfaction as an intervening variable (case study on PT. Intinusa Selareksa, Tbk) employees. From the results of the study indicate that work motivation and organizational climate have a positive influence on job satisfaction variables. Job satisfaction negatively affects turnover intention. Work motivation has a negative effect on turnover intention. Organizational climate has the most dominant influence. Added by the research of Imanuel (2019), which examined the effect of work motivation and organizational commitment on turnover intention in Ufo Electronics Surabaya employees. The results showed that work motivation and organizational commitment had a significant negative effect on turnover intention. Besides that, Iemalia (2017), also conducted research on the effect of job satisfaction, compensation and motivation on turnover intention on sales employees at PT. Gading Murni Surabaya. From the results of the study indicate that simultaneously or in partial, job satisfaction, compensation and motivation have a significant effect on turnover intention. So it

was concluded that work motivation had a negative and significant effect on turnover intention from xyz Hospital.

Hypothesis 6: Effect of Job Satisfaction on Turnover Intention

Satisfaction behavior in working normally at the employee will provide an attitude, the higher job satisfaction the higher turnover intention. In this case, variations in respondents' perceptions can influence the results of this study, because job satisfaction itself tends to vary depending on the situation, time and perception.

Xyz Hospital employee job satisfaction is at a moderate level, while turnover intention is also at a moderate level. This means that xyz Hospital employee respondents showed job satisfaction was not yet fully met and turnover intention also received the same response. However, if seen from the three indicators of turnover intention, two of them get a high category score, which means employees are actively looking for better job information and will leave the xyz Hospital if there is a better offer, and vice versa what if the information and offer is not available employees tend to choose to continue working at xyz Hospital.

This is not similar with the concept of satisfaction behavior in general, because it is found, high job satisfaction can affect the high turnover of institutions. However, high job satisfaction can also affect high turnover intention, due to differences in employee perceptions that can be caused by respondents' age, education, gender, salary, and occupation and / or caused by the effect of other factors, in this case work motivation variables. It could be an employee already has job satisfaction but has other motivation which not found in Xyz Hospital or in other words this is voluntary turnover.

In general, the results of the descriptive test found that respondents' job satisfaction was in the medium category, but there was a score that included in the low

category, namely the salary problem, meaning that the majority of respondents were not satisfied with salary and influenced the high turnover intention, because the majority of respondents were 53.9% low-income which is Rp.2,000,000 - Rp.3,000,000. In addition, the majority of respondents' ages 83.1% were 20-30 years, according to research in that age range the more he was satisfied at work the more he would look for other challenges and quit the job, Kismono (2013) in his study the older you get, the lower your desire to leave. This condition can be caused by an established adaptation process.

Then the majority of respondents 65.2% are Diploma education so that he may be more satisfied in working the more he wants to continue his education to support his career, Novliadi (2007) said in his research those who have a higher level of intelligence will feel quickly bored with their tedious jobs. They will be more willing to come out from those with limited levels of education, because their intelligence is also limited.

Furthermore, the majority of respondents 39.3% were nurses where the need for nurses was very high, so what if job satisfaction was felt mediocre then there could be the possibility of leaving the job and accepting other offers, and the majority of women 69.7% where even though job satisfaction was being even tall women tend to prefer jobs that are closer to home or choose to take care of the family so they decide to leave the job. Supported by the opinion of Robbins & Judge (2008), women have a higher turnover rate than men. Because the woman Robbins is referring to is a married woman in which women have two big roles and responsibilities, both as housewives and career women. This is also reinforced by Novaliwati's research (2012), which examined the effect of job satisfaction and organizational commitment on turnover intention on 58 employees of PT. archipelago's mainstay trading partners district. Tebo Where the research results say that job satisfaction has a significant

positive effect on turnover intention in PT. Mitra Andalan Niaga Nusantara Kab. Tebo

Added by Setiawan's research (2015) which examined the effect of organizational commitment, compensation, and job characteristics on turnover intention with job satisfaction as an intervening variable (studies at PT. Sido appear semarang) with the number of respondents 100 people. And the results of the study say that (1) Organizational Commitment has a positive and significant effect on Turnover Intention. (2) Compensation has a positive and significant effect on Turnover Intention. (3) Job Characteristics have a positive and significant effect on Turnover Intention. (4) Organizational Commitment has a positive and significant effect on Job Satisfaction. (5) Compensation has a positive and significant effect on Job Satisfaction. (6) Job Characteristics have a positive and significant effect on Job Satisfaction. (7) Job satisfaction has a positive and significant effect on a company's Turnover Intention.

Based on the explanation above and the results of previous studies, it can be concluded that job satisfaction has a positive and significant effect on turnover intention.

CONCLUSION

Work culture does not affect job satisfaction of xyz Hospital employees. Although a direction and communication from superiors, good teamwork with fellow employees, self-improvement which is continuously encouraged, also work can be completed well and optimally which is considered good but job satisfaction is generally only felt high on satisfaction with fellow colleagues. Work motivation affects job satisfaction of xyz Hospital employees. The work motivation of xyz Hospital tends to be moderate so that employee job satisfaction is also at a moderate level. The organizational culture of xyz Hospital directly affects employee turnover intention without going through job satisfaction. The organizational culture of xyz Hospital tends to be moderate so that turnover intention is

also at a moderate level. Work motivation directly affects turnover intention without going through job satisfaction at a moderate level so that turnover intention is also at a moderate level. Job satisfaction affects the turnover intention of xyz Hospital. Xyz Hospital employee job satisfaction is at a moderate level, while turnover intention is at a moderate level as well. However, high job satisfaction can affect the high turnover intention because of differences in employee perceptions that can be caused by age, education, gender, salary, and employment. The direct effect of employee work motivation and organizational culture in xyz Hospital is greater in influencing turnover intention than indirectly through job satisfaction. Direct work motivation is the strongest variable that can affect turnover intention compared to organizational culture and job satisfaction.

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