Influence of Work Environment and Organizational Culture on Turnover Intention is Mediated by Job Satisfaction Type B Private Hospital in Bekasi

Desy Purwanti[1], Rhian Indradewa[2]

[1,2]*Faculty Economic and Business, Universitas Esa Unggul, Indonesia*
Rhian.indradewa@esaunggul.ac.id, pmb@esaunggul.ac.id

Abstract

This study aims to examine the effect of the work environment, organizational culture on turnover intention mediated by job satisfaction at a type B private hospital in Bekasi. The design of this study uses a quantitative approach with data collection methods using questionnaires distributed online to health workers who are still actively working in hospitals as many as 275 respondents. Furthermore, the data analysis used in this study used SEM-PLS with the help of the SmartPLS software program. Data collection was carried out in December 2021 - January 2022. The results of this study indicate that the more conducive the work environment in type B Private Hospitals, the higher the job satisfaction of health workers, and a conducive work environment can also reduce the desire of health workers to change jobs. A strong organizational culture will reduce the desire to change jobs and high job satisfaction will reduce the desire of health workers to move from their current workplace.

I. Introduction

One of the problems that are often faced by a company is the high rate of leaving or moving employees. Human resources in a company are one of the important factors in the development of an organization or company (Imron et al., 2020). Changing jobs or turnover intention that occurs will hurt the company, such as an increase in human resource costs (Dewi & Agustina, 2021). This is as supported by Kurniawaty et al ., (2019) who state that the level of employee turnover intention has an impact on operational costs, losing employees hurts the company's oral competitive advantage and reduces the company's social capital. Skilled and potential employees are one source of creating competitiveness in any business. Several factors can affect turnover intention employees, including the work environment, organizational culture, job satisfaction, and job stress (Amanda et al ., 2021).

Furthermore, Akgunduz & Eryilmaz, (2018) revealed that a healthy work environment can increase job satisfaction and improve service quality. Work environment factors include physical work, psychological factors including fatigue and monotony at work (Agbozo, 2017).

In addition to work environment factors, another factor that can influence turnover intention is organizational culture. Organizational culture can be used as a benchmark in measuring job satisfaction (Körner et al ., 2015). Organizational culture has a significant

impact on working relationships, procedures, and interactions between employees and leaders (Shah, 2015).

Job satisfaction includes various components, such as one's emotions and behavioral tendencies. Job satisfaction gives a negative value to the intention to leave, so this means that job satisfaction must be increased to reduce turnover intention (Kurniawaty et al ., 2019). Resources that are owned and controlled to be managed properly are mainly related to Human Capital as the main capital of the organization (Indradewa & Dewi, 2021).

The purpose of this study was to examine the effect of the work environment, organizational culture on turnover intention mediated by job satisfaction carried out at the Bekasi Type B Private Hospital during the Covid-19 pandemic. Sihombing (2020) state that Covid-19 pandemic caused everyone to behave beyond normal limits as usual. The outbreak of this virus has an impact especially on the economy of a nation and Globally (Ningrum, 2020). The problems posed by the Covid-19 pandemic which have become a global problem have the potential to trigger a new social order or reconstruction (Bara, 2021).

II. Review of Literature

2.1 Work Environment

Environmentally supported work increases the level of employee interest in their work which in turn will increase their productivity (Prieto & Pérez-Santana, 2014). According to (Hanaysha, 2016) identifying several dimensions of measuring the work environment include work challenges, job autonomy, leader consideration, and support, work facilities, workgroup cooperation, workgroup spirit, clarity of roles and positions, fairness, and equality of reward systems. Furthermore, research by Natsir et al. (2017) found that a supportive work environment will make employees feel at home to work. A good work environment will increase the enthusiasm for employees to complete work effectively and efficiently. Thus, the better the work environment, the lower the level of employee turnover intention.

2.2 Organizational Culture

Organizational culture is an understanding of culture consisting of rules, values, and norms that shape the actions or behavior of an employee (Colquitt et al., 2019). Organizational culture can increase the work engagement and performance of organizational members (Meng & Berger, 2019). Organizational culture must be maintained and developed because it will encourage age flexibility, take initiative, freedom of autonomy, and be able to find direct and innovative solutions to human resources, create knowledge management and develop partner-like relationships (Karyotakis & Moustakis, 2016). The higher the application of organizational culture in the company will encourage employees to have a better effective commitment (Nugraha, 2021).

2.3 Job Satisfaction

Badawi et al., 2019) job satisfaction is an emotion that strengthens or does not strengthen employees, with their work and themselves. Dachapalli (2016) stated that job satisfaction is a behavior that reflects job satisfaction related to the attitude of the individual towards his job. Employee satisfaction will affect employee productivity, they can take advantage of their potential, maintain positive feelings and attitudes about their work (Leadership & Climate, 2020), decreased job satisfaction will affect employee intentions to leave (Wardana, MC, Anindita, R., and Indrawati, 2020).

Job satisfaction is a factor that encourages employee commitment to the company (Colquitt et al, 2019).

2.4 Desire to Move

Furthermore, Robbins & Judge (2018) states that turnover intention is a tendency or level where an employee can leave the company either voluntarily or involuntarily due to the lack of attractiveness of his current job and the availability of other alternative jobs. Individual factors known to induce turnover intention include nurse age, education, gender, marital status, and work experience (Al Sabei et al ., 2020).

III. Research Methods

This research design uses a quantitative approach. Data was collected using a survey method, namely by questionnaires distributed online to health workers who are still actively working at type B Private Hospitals in Bekasi, and measurements were made using a Likert scale. On this scale, statements are submitted with four alternative answers. For the Likert scale, the details are: Strongly agree = 4, Agree = 3, Disagree = 2, and Strongly Disagree = 1 (Lee et al., 2017).

This study uses a constellation model between variables, consisting of 4 variables, namely; variable X, called the independent variable (exogenous), namely the work environment (X1) adopted by the theory consisting of 2 dimensions, namely the physical work environment and non-physical work environment using as many as 10 questions according to research (Wijaya & Susanty, 2017). Organizational culture (X2) based on Robbins & Judge (2018) consists of 7 dimensions, namely innovation and risk-taking, attention to detail, orientation to results, orientation to people, orientation to teams, aggressiveness, stability/steadiness, and as many as 21 questions. Job satisfaction (Z) based on (Spector, 2014) consists of 9 dimensions, namely pay, promotion, co-workers, nature of work, supervision, fringe benefits, contingent rewards, operating conditions, communication, and as many as 18 questions, as well as the variable turnover intention. (Y) namely Mobley's research (2020) with 3 dimensions, namely the mind to stop; the desire to leave, and the desire to find another job, using a total of 6 questions as a basis for measurement.

The population in this study were health workers who were still actively working at type B private hospitals in Bekasi. This research was conducted from December 2021 to January 2022 during the COVID-19 pandemic. The stage of distributing the questionnaires was done online, the formation of research models, confirmation studies, and data analysis (Java, 2016). The sampling technique refers to the SEM formulation that the minimum sample is calculated from 5 x the number of questions (55) so that a total sample of 275 respondents are obtained, which are health workers employees who are still actively working at type B Private Hospitals in Bekasi.

Collecting data in this study using a questionnaire distributed online to health workers who are still actively working in the hospital as many as 275 respondents. The data analysis method used in this study was analyzed by applying the SEM-PLS Structural Equation Model, which is a method that can perform multivariant analysis and is used to investigate the relationship between variables. Analysis using SEM-PLS can measure and accommodate observed variable errors (validity and reliability tests), show unobserved variables (path analysis), and simultaneously can estimate both causal and latent relationships (Xiong et al., 2015). SEM-PLS testing was carried out with the help of the SmartPLS version 3 software.

IV. Discussion

4.1 Results

Based on the distribution of questionnaires conducted online to health workers who are still actively working at type B Hospitals in Bekasi, 275 respondents. From the data obtained, it can be seen that the majority of respondents were male, namely, 40 respondents (14.1 %), and the remaining 244 respondents (85.9%) stated that their gender was female. Furthermore, it is known that the majority of respondents aged 26-35 years were 141 respondents (49.6 %). Meanwhile, respondents who stated that they were 36-45 years old were 77 respondents (27.1 %). Meanwhile, respondents aged less than 25 years stated that 56 respondents (19.7%) and the remaining 10 respondents (3.5%) stated that they were more than 45 years old. Furthermore, respondents with the latest education Diploma as many as 142 respondents (50%), than respondents who stated that their last education was Bachelor's were 137 respondents (48.2%), respondents who stated that their last education was high school/equivalent were 3 respondents (1.1%), and the remaining 2 respondents (0.7%) stated that their education was Postgraduate. Respondents who stated that they had worked in the company for 5 years were 116 respondents (40, 8 %). Meanwhile, as many as 85 respondents (29.9%) stated that their length of service was more than 10 years, and as many as 83 respondents (29.2%) worked in the company for 6-10 years.

All variables are declared valid because they have a loading factor value above 0.70. Furthermore, the results of the AVE Value test of the research model for all variables have a value above 0.5 so that the AVE value for discriminant validity testing has fulfilled the next test environment. The results of reliability testing, a construct is declared reliable if it has a value of composite reliability > 0.7 and Cronbach's alpha value is above 0.7 0. The value of composite reliability at work (0.952), organizational culture (0.982), job satisfaction (0.962), and turnover intention (0.930). Cronbach's alpha value on the variables of work environment (0.943), organizational culture (0.980), job satisfaction (0.959), and turnover intention (0.910). Then, the results of the inner model test by looking at the R^2 value in each equation, the following results are obtained: the first result, the job satisfaction variable is influenced by the work environment, organizational culture with an R^2 value of 0.647. So, it can be interpreted that 64.7 % of the job satisfaction variables can be influenced by the work environment, organizational culture, while the remaining 35.3% is influenced by other variables outside the research. The second result, the variable turnover intention is influenced by the work environment, organizational culture, and job satisfaction with an R^2 value of 0.292. So, it can be interpreted that 29.2 % of the turnover intention variable can be influenced by variables of the work environment, organizational culture, and job satisfaction, while the remaining 70.8 % is influenced by other variables outside the research.

Hypothesis Testing

Hypothesis testing in this study uses path coefficient values, t-statistics, and p-values. Hypothesis testing was conducted on 275 respondents with the help of SmartPLS (Partial Least Square) software which can be seen from the bootstrapping results. The rules of thumb used in this study are t-statistics > 1.96 or p-value < 0.05 (5%) which can conclude that there is a significant effect between the independent variable and the dependent variable. The results of the research model are depicted in Figure 1 and the results of hypothesis testing are shown in Table 1.
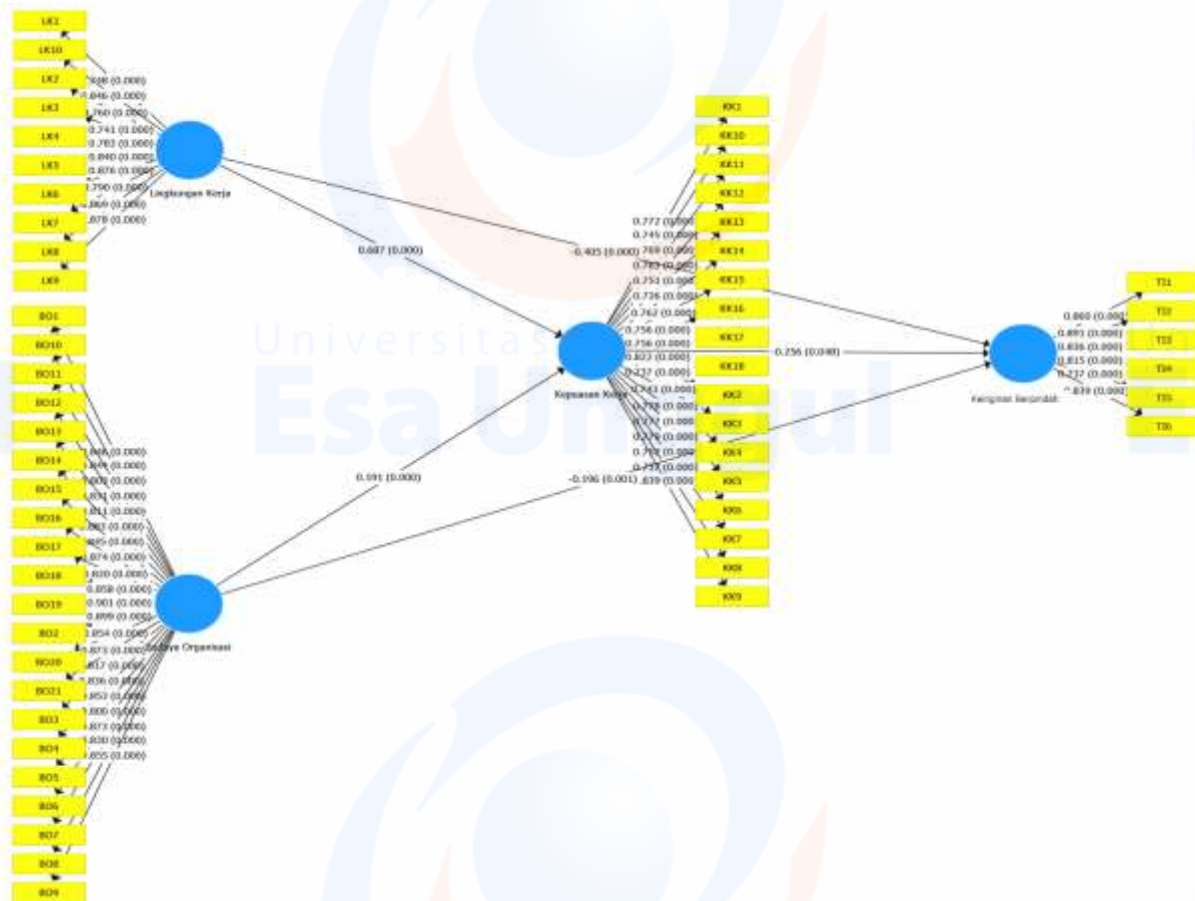
Figure 1. *Research Path Diagram*
Source: Results of Data Processing with SmartPLS 3 (2022)

Through the results of data processing, the level of significance of the relationship is also obtained to see whether the hypothesis is significant or not. The relationship between variables can be assessed through the path coefficient column, while the level of significance can be assessed through the T-statistics column or P-value, as follows.

Table 1. Research Model Hypothesis Test

	Original Sample	T Statistics	P-Values	Conclusion
Work Environment Job →Satisfaction	0.687	16,313	0.000	H1 Accepted
Work environment→ Desire to Move	-0.405	4,841	0.000	H2 Accepted
Organizational culture→ Job satisfaction	0.191	3.716	0.000	H3 Accepted
Organizational culture→ Desire to Move	-0.196	3.448	0.001	H4 Accepted
Job satisfaction→ Desire to Move	-0.256	1983	0.048	H5 Accepted

Source: Results of Data Processing with SmartPLS 3 (2022)

4.2 Discussion

The results of testing the first hypothesis state that the work environment has a positive effect on job satisfaction. This shows that health workers at type B Private Hospitals in Bekasi are satisfied with the physical environment in which they work. Thus, if the facilities and infrastructure that support the work are available, it can be satisfied for every health worker who works in the hospital, where the health worker feels cared for by the management. In addition to the physical environment, the non-physical environment also

provides job satisfaction for health workers, this is marked by the creation of a harmonious relationship between superiors and subordinates, co-workers, and subordinates in the work environment. With the creation of a conducive working environment and able to produce an efficient and effective performance to increase the job satisfaction of health workers in type B Private Hospitals in Bekasi. The results of this study are in line with the findings conducted (Al-hamdan et al., 2016) which explains that a positive relationship between work environment will increase job satisfaction and intention to stay Jordanian nurses found a significant relationship between nursing work environment and nurse outcomes of intention to stay and job satisfaction.

The results of testing the second hypothesis state that the work environment hurts turnover intention. This indicates that the intensity of the desire to change workplaces decreases in type B Private Hospitals in Bekasi because health workers at the hospital feel comfortable with the facilities and places provided by the hospital that is by the work being done and ultimately make health workers feel more comfortable feel at home, this will reduce the level of the turnover intention of health workers at type B Private Hospitals in Bekasi. The results of previous research conducted by Lee et.al. (2016); Meriandayani & Subudi (2019) showed that the work environment had a significant negative effect on turnover intention. Working with a conducive environment, both from the work environment in physical and non-physical dimensions also affects turnover intentions. A quality work environment has been reported to be a significant factor influencing the outcome of nurses' turnover intention (Al Sabei et al., 2020).

The results of testing the third hypothesis state that organizational culture has a positive effect on job satisfaction. These results indicate that the organizational culture in type B Private Hospitals in Bekasi is strong enough and has been carried out well by health workers because it has become part of the way of working and always pays attention to the principle of fairness in work to produce good job satisfaction. This is because a strong organizational culture can help establish interpersonal relationships with cultures related to teamwork, so organizational culture can be the main influence on employee decisions to leave or stay in an organization. According to Sapada et al. (2017), a good organizational culture will create better job satisfaction. Organizational culture influences employee attitudes, which in turn drive or contribute to organizational outcomes. The results in this study support previous research conducted by Habba et al. (2017); Stephen & Stephen (2016) which show that organizational culture has a positive and significant effect on job satisfaction.

The results of testing the fourth hypothesis state that organizational culture hurts turnover intention. This indicates that the stronger the organizational culture, the lower the desire to switch to health workers at type B Private Hospitals in Bekasi. An organizational culture that is well accepted and followed by all health workers in the hospital is very important in retaining employees. Through a strong organizational culture that creates a comfortable and pleasant work environment, health workers can feel at home and survive in this hospital. An organizational culture that always promotes innovation, forms teamwork, upholds employee examples, pays attention to stability, and also all forms of policies that make health workers at Type B Private Hospitals in Bekasi not leave the organization. Health workers will think again about leaving their organization for the physical and psychological benefits of a comfortable work environment from the applied organizational culture. According to Lee & Jang (2019), if an organization has a high organizational culture, this will affect the desire to change smaller jobs. The results in this study support previous research conducted by Jalees & Ghauri (2016) which states that organizational culture hurts turnover intention. Furthermore, the results of research conducted by Kim et al. (2017) stated that organizational culture hurts turnover intention.

The result of testing the fifth hypothesis states that job satisfaction hurts turnover intention. These results indicate that a health worker gets a level of job satisfaction, then the employee will have a higher level of engagement, thus the intention to switch will decrease. If job satisfaction is met such as (feeling satisfied with the type of work done, feeling satisfied after receiving recognition when doing a good job, feeling satisfied with the relationship between the leader and subordinates), then the health worker will feel comfortable at work and if the employee is comfortable at work, the employee will not move. The results of this study are in line with previous research conducted by Wang et al. (2020); Rathore & Singh (2020); Musawer et al. (2021) which states that job satisfaction hurts turnover intention. Job satisfaction has a negative influence on turnover intention, which means that the higher the job satisfaction, the lower turnover intention (Kholiq & Miftahuddin, 2019).

Job satisfaction in this study mediates the work environment and organizational culture and gives good results by giving a positive value to job satisfaction. (Al-Sada et al., 2017) explained that job satisfaction depends on the match between individual characteristics and organizational culture which means that employees can better adapt to the work environment if characteristics of organizational culture according to individual orientation. Sapada et al. (2017) stated in their research that the existence of a good organizational culture will create better job satisfaction. Further research by Stephen & Stephen (2016) concludes that there is indeed an influence of organizational culture on job satisfaction. Employees have high work aggressiveness, namely, employees are always full of initiative in doing tasks, employees do not always depend on superior's instructions in carrying out tasks, and every employee makes work plans and tries to finish well. The same results were found by Habba et al. (2017) show that organizational culture has a positive effect on job satisfaction. A positive cultural structure can increase employee commitment, job satisfaction will reduce employee retention, and can improve performance (Pandey, 2019). (Review & Ramli, 2019) show that organizational culture has a prominent positive influence on job satisfaction, job satisfaction has a positive effect on employee performance.

Job satisfaction shows a significant influence on turnover intention, but in comparison with other variable relationships, the value of the relationship between variables is the smallest. So it can be interpreted that job satisfaction in this study does not fully mediate or is called partial mediation for the work environment and organizational culture on turnover intention, which means that even though the absence of job satisfaction as mediation will not change the negative relationship between the work environment and organizational culture towards turnover intention. This can be caused because the work environment is good and is supported by an organizational culture that has become part of each health worker in the hospital in providing services so that job satisfaction does not have a strong influence on turnover intention.

V. Conclusion

This study succeeded in confirming that a conducive work environment will increase the job satisfaction of health workers, and a conducive work environment will reduce the desire of health workers to change jobs. A strong organizational culture will reduce the desire to change jobs and high job satisfaction will reduce the desire of health workers to move from their current workplace. This explains that this research can be applied during the COVID-19 pandemic because the results show that all variables are acceptable and have a significant and mutually influencing relationship.

In this case, the hospital needs to pay attention to the conditions of the employee's work environment, taking into account the noise level of the room so as not to interfere with the

concentration of health workers in carrying out their work. Suggestions for hospital management to give positive attention to improving the quality of organizational culture by providing more positive policies for the benefit of health workers. To increase job satisfaction, it is recommended that management socialize the regulations before they are implemented so that these health workers understand better and do not cause misunderstandings in interpreting a set of regulations.

The current study was conducted at a type B private hospital in Bekasi so that it did not describe the entirety of the health workers working in the hospital, in the future it is recommended that it be carried out in hospitals by sharing different types of hospitals to provide more representative results and by adding other factors which can affect turnover intention and job satisfaction, such as workload, compensation, and so on. So that it will be more known which factors have a wider influence on the increase in job turnover intention.

References

Abdullateef, AO, Muktar, SSM, Yusoff, RZ, & Ahmad, ISB (2014). Effects of Customer Relationship Management Strategy on Call Center's Employee Intention to Quit: Evidence from Malaysia Call Centers. Procedia - Social and Behavioral Sciences, 130, 305–315. https://doi.org/10.1016/j.sbspro.2014.04.036

Agbozo, GK, Owusu, IS, Hoedoafia, MA, & Atakorah, YB (2017). The Effect of Work Environment on Job Satisfaction: Evidence from the Effect of Work Environment on Job Satisfaction: Evidence from the Banking Sector in Ghana. October. https://doi.org/10.11648/j.jhrm.20170501.12

Akgunduz, Y., & Eryilmaz, G. (2018). Does turnover intention mediate the effects of job insecurity and co-worker support on social loafing? International Journal of Hospitality Management, 68 (March 2017), 41–49. https://doi.org/10.1016/j.ijhm.2017.09.010

Al-hamdan, Z., Manojlovich, M., & Tanima, B. (2016). Jordanian Nursing Work Environments, Intent to Stay, and Job. 1–8. https://doi.org/10.1111/jnu.12265

Al-Sada, M., Al-Esmael, B., & Faisal, MN (2017). Influence of organizational culture and leadership style on employee satisfaction, commitment, and motivation in the educational sector in Qatar. EuroMed Journal of Business, 12 (2), 163–188. https://doi.org/10.1108/EMJB-02-2016-0003

Al Sabei, SD, Larague, LJ, Miner Ross, A., Karkada, S., Albashayreh, A., Al Masroori, F., & Al Hashmi, N. (2020). Nursing Work Environment, Turnover Intention, Job Burnout, and Quality of Care: The Moderating Role of Job Satisfaction. Journal of Nursing Scholarships, 52 (1), 95–104. https://doi.org/10.1111/jnu.12528

Alam, A., & Asim, M. (2019). Relationship between Job Satisfaction and Turnover Intention. International Journal of Human Resource Studies, 9 (2), 163. https://doi.org/10.5296/ijhrs.v9i2.14618

Alzubi, YZ. (2018). Turnover Intention in Jordanian Universities: The Role of Leadership Behavior, Organizational Commitment, and Organizational Culture. International Journal of Advanced and Applied Sciences, 5 (1), 177–192.

Amalia, D., & Sari, I. (2021). The Effect of Work Of Life Balance and Work Environment on Job Satisfaction in Nurses at Hermina Hospital, East Jakarta. Journal of Management and Banking, 8 (3), 47–58.

Amanda, N., Anindita, R., & Hilmy, MR (2021). Compensation, Job Stress, and Job Satisfaction on Nurse Turnover Intention at Ananda Bekasi Hospital. Indonesian Journal of Health Management, 9 (1), 38–44. https://doi.org/10.14710/jmki.9.1.2021.38-44

Arian, M., Soleimani, M., & Oghazian, MB (2018). Job satisfaction and the factors affecting satisfaction in nurse educators: A systematic review. Journal of Professional Nursing, 34 (5), 389–399. https://doi.org/10.1016/j.profnurs.2018.07.004

Bara, A., et.al. (2021). The Effectiveness of Advertising Marketing in Print Media during the Covid 19 Pandemic in the Mandailing Natal Region. Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Vol 4 (1): 879-886.

Bazawi, H., Shah, TYR, Indradewa, R., & Pusaka, S. (2019). The Impact of Charismatic Leadership on Turnover Intentions and Organizational Citizenship Behaviors toward Job Satisfaction. Russian Journal of Agricultural and Socio-Economic Sciences, 91 (7), 302–309. https://doi.org/10.18551/rjoas.2019-07.35

Belias, D., Koustelios, A., Vairaktarakis, G., & Sdrolias, L. (2015). Organizational Culture and Job Satisfaction of Greek Banking Institutions. Procedia - Social and Behavioral Sciences, 175, 314–323. https://doi.org/10.1016/j.sbspro.2015.01.1206

Bogaert, P. Van, Kowalski, C., Mace, S., Van, D., & Clarke, SP (2013). International Journal of Nursing Studies The relationship between nurse practice environment, nurse work characteristics, burnout and job outcome and quality of nursing care: A cross-sectional survey. International Journal of Nursing Studies. https://doi.org/10.1016/j.ijnurstu.2013.05.010

Ciobanu, A., Androniceanu, A., & Lazaroiu, G. (2019). An integrated psycho-sociological perspective on public employees' motivation and performance. Frontiers in Psychology, 10 (JAN), 1–7. https://doi.org/10.3389/fpsyg.2019.00036

Colquitt, J., LePine, J., & Wesson, M. (2019). Organizational Behavior: Improving Performance and Commitment in the Workplace (6th Edition).

Dachapalli, LA. (2016). An Investigation Into The Levels of Job Satisfaction and Organizational Commitment Amongst South African Police Services Employees. Problems and Perspectives in Management, 14 (3), 76–84.

Dewi, A. ., & Agustina, M. (2021). Effect of Job Satisfaction and Job Stress on Employee Turnover Intention. Journal of Management, Entrepreneurship, and Tourism, 1 (3), 1076–7088.

Edison, E., Riyanti, A., & Yustiana, D. (2016). Organizational Culture in Aspects of Employee Performance Improvement (Case Study at Hotel Perdana Wisata, Bandung). Tourism Scientific Journal, 1 (2), 134–151.

Enny, M. (2019). Human Resource Management.

García Torres, D. (2019). Distributed leadership, professional collaboration, and teachers' job satisfaction in US schools. Teaching and Teacher Education, 79, 111–123. https://doi.org/10.1016/j.tate.2018.12.001

Girma, TN (2019). The effects of organizational culture on turnover intention: The mediating role of job satisfaction, a case of Oromia Forest and Wild Life Enterprise. African Journal of Business Management, 13 (2), 82–89. https://doi.org/10.5897/ajbm2018.8612

Goetz, K., Hasse, P., Campbell, SM, Berger, S., Dörfer, CE, Hahn, K., & Szecsenyi, J. (2016). Evaluation of job satisfaction and working atmosphere of dental nurses in Germany. Community Dentistry and Oral Epidemiology, 44 (1), 24–31. https://doi.org/10.1111/cdoe.12186

Habba, D., Modding, B., Bima, M., Bijang, J., & Jamali, H. (2017). The Effect of Leadership, Organizational Culture and Work Motivation on Job Satisfaction and Job Performance among Civil Servants in Maros District Technical Working Unit. IRA-International Journal of Management & Social Sciences, 7 (1), 52–64.

Hanaysha, J. (2016). Testing the Effects of Employee Engagement, Work Environment, and Organizational Learning on Organizational Commitment. Procedia - Social and Behavioral Sciences, 229, 289–297. https://doi.org/10.1016/j.sbspro.2016.07.139

Imron, H., Indradewa, R., & Syah, TYR (2020). The Effects of Compensation, and Organizational Climate on Employees' Performance by Organizational Commitment. Journal of Multidisciplinary Academic, 4 (5), 300–307.

Indradewa, R., & Dewi, A. (2021). Effect of Transformational Leadership, Psychological Well Being on Job Satisfaction With Motivation As a Mediation Variable. Indradewa, R., & Dewi, A. (2021). Effect of Transformational Leadership, Psychological Well-being on Job Satisfaction with Motivation as a Mediation Variable. 4(11), 143–150. , 4 (11), 143–150.

Jalees, T., & Ghauri, S. (2016). Influence of organizational culture on job satisfaction, organizational commitment and turnover intention: A study on a Pakistani Private University. Market Forces, 11 (1), 11–26.

Janićijević, N., Nikčević, G., & Vasić, V. (2018). The influence of organizational culture on job satisfaction. Economic Annals, 63 (219), 83–114. https://doi.org/10.2298/EKA1819083J

Java, W. (2016). Alliance strategy in R & D contractual projects for the energy sector: the perspective of the knowledge and resource-based views Rhian Indradewa *, Jann Hidajat Tjakraatmadja, and Wawan Dwanto. 14 (1), 1–19.

Johartono, & Widuri, R. (2013). Analysis of the Effects of Job Stress, Job Satisfaction, Organizational Culture, and Organizational Commitment to Turnover Intention of Employees of a Tax Consultant Office in Surabaya. Tax & Accounting Review, 3 (2), 1–13. https://www.e-jurnal.com/2017/01/analisa-pengarush-stress-kerja-kepuasan.html

Kafui Agbozo, G. (2017). The Effect of Work Environment on Job Satisfaction: Evidence from the Banking Sector in Ghana. Journal of Human Resource Management, 5 (1), 12. https://doi.org/10.11648/j.jhrm.20170501.12

Karyotakis, K., & Moustakis, V. (2016). Organizational factors, organizational culture, job satisfaction, and entrepreneurial orientation in public administration. The European Journal of Applied Economics, 13 (1), 47–59. https://doi.org/10.5937/ejae13-10781

Khairunnisa, L. (2021). The Influence of Organizational Culture and Employee Engagement on Turnover Intentions in Usu Hospital Employees. Master's Program in Professional Psychology, Faculty of Psychology, University of North Sumatra, Medan.

Kholiq, DA, & Miftahuddin, M. (2019). Effect of Job Embeddedness, Job Satisfaction, and Organizational Commitment on Employee Turnover Intention. TAZKIYA: Journal of Psychology, 5 (1), 48–55. https://doi.org/10.15408/tazkiya.v22i1.8154

Kim, S., Tam, L., Kim, J., & Rhee, Y. (2017). Determinants of Employee Turnover Intention: Understanding the Roles of Organizational Justice, Supervisory Justice, Authoritarian Organizational Culture and Organization-Employee Relationship Quality. Corporate Communications an International Journal, 22 (2).

Körner, M., Wirtz, MA, Bengel, J., & Göritz, AS (2015). Relationship of organizational culture, teamwork and job satisfaction in interprofessional teams Organization, structure and delivery of healthcare. BMC Health Services Research, 15 (1), 1–12. https://doi.org/10.1186/s12913-015-0888-y

Kurniawaty, K., Ramly, M., & Ramlawati. (2019). The effect of work environment, stress, and job satisfaction on employee turnover intention. Management Science Letters, 9 (6), 877–886. https://doi.org/10.5267/j.msl.2019.3.001

Leadership, T., & Climate, O. (2020). Journal of Multidisciplinary Academic. Transformational Leadership, Organizational Climate, Job Satisfaction on Team Performance over Retail Stores, 4 (6), 392–397.

Lee, E, & Jang, I. (2019). Nurses' Fatigue, Job Stress, Organizational Culture, and Turnover Intention: A Culture–Work–Health Model. Western Journal of Nursing Research, 42 (2).

Lee, Eunsook, & Jang, I. (2020). Nurses' Fatigue, Job Stress, Organizational Culture, and Turnover Intention: A Culture–Work–Health Model. Western Journal of Nursing Research, 42 (2), 108–116. https://doi.org/10.1177/0193945919839189

Lee, X., Yang, B., & Li, W. (2017). The influence factors of job satisfaction and its relationship with turnover intention: Taking early-career employees as an example. 33 (2013), 697–707.

M. Irfan, Rhian Indradewa, Tantri Yanuar R Syah, DF (2021). The Impact of Role Conflict and Work Environment on Job Satisfaction and Employee Performance at PT Alpha Sistem Kreasi. American International Journal of Business Management (AIJBM), Volume 4 (09 (September-2021)), PP 68-74.

Mangkunegara, A. (2015). Company Human Resources Management.

Mathis, RL, & Jackson, JH (2016). Human Resource Management. Book 1, Translated: Jimmy Sadeli and Bayu. Jakarta: Salemba Empat.

Meng, J., & Berger, BK (2019). The impact of organizational culture and leadership performance on PR professionals' job satisfaction: Testing the joint mediating effects of engagement and trust. Public Relations Review, 45 (1), 64–75. https://doi.org/10.1016/j.pubrev.2018.11.002

Meriandayani, N., & Subudi, M. (2019). The Effect of Organizational Commitment, Work Environment, and Job Satisfaction on Turnover Intention of Employees of Pasar Srinadi Cooperative. Udayana University Management E-Journal, 8 (11).

Mobley, W. (2020). An Evaluation of Precursors of Hospital Employee Turnover. Journal of Applied Psychology, 63, 408–414.

Musawer, A., Amarkhil, D., & Laiq, M. (2021). Factor Influencing Employees' Intention to Leave Job. International Journal of Innovations in Engineering Research and Technology, 8 (2), 43–53.

Natsir, S., Bindiab, R., & Sulaiman, M. (2017). The Influence of Guidance and Work Environment on the Performance of Dikpora Dikpora Employees, Tojo Una-Una Regency. Journal of Catalogs, 5 (11).

Ningrum, P.A., Hukom, A., and Adiwijaya, S. (2020). The Potential of Poverty in the City of Palangka Raya: Study SMIs Affected Pandemic Covid 19. Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Vol 3 (3): 1626-1634.

Nitisemito, A. (2018). Personnel Management.

Nugraha, AP (2021). The Effect of Transformational Leadership Style, Transactional Leadership and Charismatic Leadership on Organizational Citizenship Behavior (Ocb) with Working Culture as an Intervening Variable. Conference Series, 3 (2), 100–112. https://doi.org/10.34306/conferenceseries.v3i2.469

Pallagau, A. (2020). The Influence of Organizational Culture and Work Motivation on Employee Performance through Employee Job Satisfaction at PT. Kasmar Tiar Raya. Ekberg Journal, 3 (1), 1–13.

Pandey, N. (2019). Volume 11 / Issue 2 Impact of Demographic Variables on Purchase of Beauty Enhancing Products amongst Working Women Indexed in 11 (2).

Pawirosumarto, S., Bachelor, PK, & Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implications towards employee performance in Parador hotels and resorts, Indonesia. International Journal of Law and Management, 59 (6), 1337–1358. https://doi.org/10.1108/IJLMA-10-2016-0085

Prieto, IM, & Pérez-Santana, MP (2014). Managing innovative work behavior: The role of human resource practices. Personnel Review, 43 (2), 184–208. https://doi.org/10.1108/PR-11-2012-0199

Ramzan, M., & Ahmad, M. (2014). Evolution of data mining: An overview. Proceedings of the 2014 Conference on IT in Business, Industry, and Government: An International Conference by CSI on Big Data, CSIBIG 2014. https://doi.org/10.1109/CSIBIG.2014.7056947

Rathore, A., & Singh, M. (2020). No Title. Determinants of Turnover Intentions: A Conceptual Review, 11 (1), 601–605.

Raziq, A., & Maulabakhsh, R. (2015). Impact of Working Environment on Job Satisfaction. Procedia Economics and Finance, 23 (October 2014), 717–725. https://doi.org/10.1016/s2212-5671 (15)00524-9

Review, E., & Ramli, AH (2019). Organizational Culture, Job Satisfaction Also Employee Accomplishment in the Private Hospital. 19 (2).

Rijasawitri, D., & Suana, I. (2020). Effect of Job Satisfaction, Job Stress, and Non-Physical Work Environment on Turnover Intention. E-Journal of Management, 9 (2), 466–486.

Riyadi, V., Persulessy, ER, & Lesnussa, YA (2017). Application of Artificial neural Network Backpropagation for Predicting The availability of Premium fuel (case study: prediction of premium fuel availability on spbu galala Ambon). 139–148.

Robbins, S. (2015). Organizational Behavior: Concepts, Controversies, and Applications. 7th edition.

Robbins, S. ., & Judge, T. (2018). Essentials of Organizational Behavior. 14th Edition.

Sapada, A. ., Modding, H. ., Gani, A., & Nujum, S. (2017). The Effect of Organizational Culture and Work Ethics on Job Satisfaction and Employees Performance. The International Journal of Engineering and Science, 6 (12), 28–36.

Schwepker, CH, & Schultz, RJ (2015). Influence of the ethical servant leader and ethical climate on customer value-enhancing sales performance. Journal of Personal Selling and Sales Management, 35 (2), 93–107. https://doi.org/10.1080/08853134.2015.1010537

Shah, S. (2015). Impact of organizational culture on job satisfaction: A study of the steel plant. Ranjana: The Journal of Management Awareness, 18 (1), 29. https://doi.org/10.5958/0974-0945.2015.000047

Sihombing, E.H., and Nasib. (2020). The Decision of Choosing Course in the Era of Covid 19 through the Telemarketing Program, Personal Selling and College Image. Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Vol 3 (4): 2843-2850.

Spector, PE (1985). Measurement of human service staff satisfaction: Development of the Job Satisfaction Survey. American Journal of Community Psychology, 13 (6), 693–713. https://doi.org/10.1007/BF00929796

Stephen, E. ., & Stephen, E. (2016). Organizational Culture and Its Impact on Employee Performance and Job Satisfaction: A Case Study of Niger Delta University, Amassoma. Higher Education of Social Science, 11 (5), 36–45.

Wadi'ah, A., Rivai, F., Thamrin, Y., Pasinringi, S., Kapalawi, I., & Masyita, M. (2021). Relationship between Job Satisfaction and Turnover Intention of Nurses at Islamic Hospital Faisal Makassar. Journal of Wetenskap Health, 2 (1), 43–49.

Wang, C., Xu, J., Christina, T., & Melo, Q. (2020). Journal of Hospitality and Tourism Management Effects of professional identity on turnover intention in China's hotel employees: The mediating role of employee engagement and job satisfaction. Journal of Hospitality and Tourism Management, 45 (July), 10–22. https://doi.org/10.1016/j.jhtm.2020.07.002

Wardana, MC, Anindita, R., and Indrawati, R. (2020). Work-Life Balance, Turnover Intention, and Organizational Commitment in Nursing Employees at X Hospital, Tangerang, Indonesia. Journal of Multidisciplinary Academic, 4 (4), 221–228.

Wijaya, H., & Susanty, E. (2017). The Effect of Work Environment on Employee Performance in Regional Government Agencies of Musi Banyuasin Regency (Case Study of Mining and Energy Office of Musi Banyuasin Regency). Global Ecoment Journal, 2 (1), 40–50.

Xiong, B., Skitmore, M., & Xia, B. (2015). A Critical Review of Structural Equation Modeling Applications in Construction Research. Automation in Construction, 49.

Zuana, C. (2014). Effect of Employee Training and Employee Work Environment on Employee Work Achievement (Study on Employees of PT. Jamsostek (Persero) Malang Branch Office). Journal of Business Administration S1 Universitas Brawijaya, 7 (1), 78314.