

## EFFECT OF WORKPLACE CULTURE ON TURNOVER INTENTION, JOB SATISFACTION AND JOB COMMITMENT AMONG NURSES

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### ABSTRACT

Creativity, diversity, technologically literate is not just fancy words, but the requirement of the 21<sup>st</sup> century. To achieve any goal, it's necessary to deal with people and work as a team. With team work anything is possible. In this globalized world, managers and bosses need to know the challenges of the workplace, out of which keeping the employee content counts the most for higher productivity of a workplace. This research looks at the relationship of Workplace Culture among work-related performance of Turnover Intention, Job Satisfaction and Job Commitment. 350 nurses from a private hospital in Karachi participated in this research study. The questionnaire had 16 questions linked to four constructs. Cronbach alpha confirmed the reliability and confirmatory factor analysis proved the construct validity. With the help of regression, data was analyzed for investigating hypothesized the model and research hypotheses. The result of the study shows there's a significant relationship between Job Commitment based on nurses' positive perception on Workplace Culture. On the other hand, Workplace Culture has a major effect on Job Satisfaction. In addition, research discovered no significant relationship among Turnover Intention and Workplace Culture.

**Keywords:** *hospital nurses, job commitment, job satisfaction, turnover intention, workplace culture*

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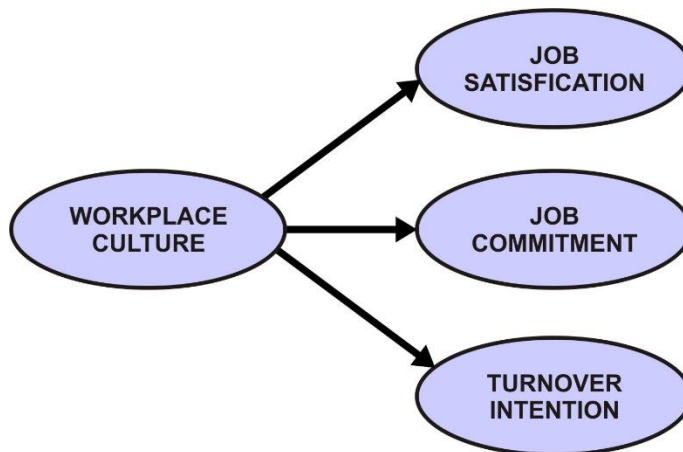
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## 1. INTRODUCTION

Avey, Reichard, Luthans, and Mhatre (2011) state that Workplace Culture creates an employee attitude. A lot research work is done on Workplace Culture, managers and researchers tried to investigate the reason for failure of its firm, which was due to unsupportive Workplace Culture (Farh, Hackett, & Liang, 2007). Culture significantly affects Workplace's success or failure, and it is Workplace Culture that is responsible for Workplace's trial as well as success (Sinclair, 1993). It's a challenge to understand management theories that's developed in one part of the world and is applied on the other part of the world due to differences in culture (House, Javidan, Hanges & Dorfman, 2002). If a theory is developed in the west and is applied in the east, then there will be challenges in its validity (Malmi & Brown, 2008).

## 2. LITERATURE REVIEW

The following section discusses the literature supporting the conceptual framework for hypothesized relationships (see figure 1).



*Figure 1: Impact of Workplace Culture on Job Satisfaction, Job Commitment and Turnover Intention*

### 2.1. Workplace Culture

In the 21<sup>st</sup> century where the goal of a Workplace is achieved through teamwork, it's very important to have a supportive Workplace Culture for the productivity of the Workplace; experts have explained that it's not only the business that's important but also the culture

which holds great importance (Mitchell, Holtom, & Lee, 2001). According to Abdul Rashid, Sambasivan, and Johari (2003), for increasing the effectiveness of a workplace, managers need to work on promoting and encouraging Workplace Culture, which will enhance an employee's job satisfaction for generating their motivation, enthusiasm, cooperation. He further explored that managers' affirmative actions will eventually increase Job Commitment and in the healthcare setting, culture of that hospital matters a lot, nursing being a noble profession needs their culture to be nurturing and supportive, in healthcare setting there is Workplace Culture. Employees put up with the Workplace culture very well which includes respect, customs, rituals, bonding and customs of the Workplace (Abdul Rashid, Sambasivan, & Johari, 2003). The employer needs to make sure that an employee is having high commitment towards Workplace and for this they should provide them satisfaction with the job, in addition, high job satisfaction level can cause Workplace success (Cooper-Hakim & Viswesvaran, 2005).

## **2.2. Workplace Culture and Job Satisfaction**

According to Lok and Crawford (2004), job satisfaction is one of the influencing factors on the Workplace Culture. An employee is contented with what the job can offer in the form of job culture and benefits and a significant relationship has been found between Workplace Culture and Job Satisfaction (Cennamo & Gardner, 2008). Due to the basis of literature review, following hypotheses was developed.

*H1: Workplace Culture positively influences job satisfaction*

## **2.3. Workplace Culture and Job Commitment**

According to Nicholson-Crotty, Nicholson-Crotty, and Fernandez (2017), the attitude that an employee set towards Workplace is commitment. Workplace artifact like performance, workplace behavior and absenteeism are robustly affected by Workplace Culture. By considering all the above-mentioned arguments, the following hypothesis were developed.

*H2: Workplace Culture positively influences Job Commitment.*

## **2.4. Workplace Culture and Turnover Intention**

Each working sector varies in terms of Workplace Culture, if the employees are satisfied, motivated, then that reflects the

Workplace being excellent in performance leading to the lowest turnover intention of employees (Kirkman & Shapiro, 2001). Culture surely plays a vital role in the workplace, if the employee is satisfied with the culture they will remain committed to the Workplace and this will lead to turnover intention being low (Mills, 2002). By looking at this, the following hypothesis were made.

*H3: Workplace Culture negatively influences turnover intention*

### **3. METHODOLOGY**

#### **3.1. Population and Sampling**

In this research study, the population is 350, which is comprised of nurses from a selected hospital in Karachi. Questionnaires that were filled were 400 and out of them 350 replied with a comeback rate of 88%. In this study, males were 125 (36%) and females were 225 (64%). Age of participants was between 25 to 45 years. In the study, 185 (53%) participants were single and 165 (47%) participants were married. All the 350 (100%) participants belonged to a nursing profession. In terms of education, 280 (80%) was graduated and 70 (20%) were masters qualified.

#### **3.2. Scale and Measure**

##### **3.2.1. Workplace Culture Scale**

In this study, Workplace Culture is supported by Workplace Culture Assessment Instrument (WCAI). It had four items having a five-points Likert Scale. Reliability was .76 to .80 in earlier studies (Homburg & Pflesser, 2000).

##### **3.2.2. Job satisfaction Scale**

Job satisfaction scale of this study had four items taken from the scale developed by (Hirschi, Freund, & Herrmann, 2014). Reliability was .79 to .87 in earlier studies (Erdogan, Liden & Kraimer, 2006).

##### **3.2.3. Job Commitment Scale**

The Job Commitment scale of this study contains four items all adopted from (Peng et.al., 2016). Reliability was .80 to .87 in earlier studies (Hair, Black, Babin, & Anderson, 2010; Peng, et. al., 2016).

##### **3.2.4. Turnover Intention Scale**

The turnover intention scale of this study has four items adopted from a scale developed by (Wong & Laschinger, 2015). The

scale's reliability ranged between 0.80 to 0.90 in former studies (Wong & Laschinger, 2015).

### 3.3. Analysis Method of Data

Quantitative way of method was followed during investigation for analyzing the data. Through SPSS, the analysis took place.

## 4. RESULTS & FINDINGS

### 4.1. Descriptive Statistics

For determining the familiarity of data, descriptive statistic was measured which is recapitulated in Table 1

**Table 1 Descriptive Analysis**

	Mean	Standard Deviation	Skewness	Kurtosis
Workplace Culture	3.46	.79	-0.39	.10
Job satisfaction	3.51	.81	-0.30	-.21
Job Commitment	3.54	.81	-0.45	.84
Turnover Intention	2.66	.00	0.22	-.70

In Table 1, Turnover Intention (Mean=2.66, Standard deviation= 1.00) had least Skewness (.22), and Job commitment (Mean=3.54, Standard deviation=.81) had maximum Skewness (0.45). Kurtosis of two variables is positive while other two have a negative kurtosis. Job Commitment (Mean =3.54, SD=0.81) is 0.84 has the highest kurtosis and the lowest kurtosis is for Workplace Culture (Mean=3.46, SD=0.79) is 0.10. Hair, et al., (2010) stated that the data can be assumed as having normal tendency, as all the constructs are within the range of  $\pm 3.5$ .

### 4.2. Construct reliability

Zafar and Rafique (2012) previously tested the instrument constructs of this study. However, considering the perspective of current research, the reliability was re-established. In Table 1.2, the summary of a test result is summarized.

**Table 1.2 Constructs Reliability**

	Mean	Std. Deviation	Cronbach's	Std. Cronbach
Workplace Culture*	3.53	0.868	.732	.731
Job satisfaction	3.51	0.81	.693	.703
Job Commitment	3.54	0.81	.792	.800
Turnover Intention**	2.51	1.33	.891	.891

\*after dropping WC\_4, \*\*after dropping TI\_4

Table 1.2 demonstrates Turnover Intention reliability being a maximum ( $\alpha=.89$ , Mean=2.51, Std. Deviation=1.33) on the other hand, Job Satisfaction reliability is least ( $\alpha=.703$ , Mean=3.51, Std. Deviation=0.81. According to Hair, et al., (2010), if Constructs reliability is higher than 0.7 they are under suitable series representing items have sound consistency.

#### 4.3. Exploratory Factor Analysis (EFA)

For finding the dormant capricious relationship, EFA was carried. Table 1.3 has the details of this test:

**Table 1.3 Constructs EFA**

Construct	Original Items	Kaiser-Meyer Olkin	Barley Test (P<0.05)	Cumulative Factor loading	Item Retained
Workplace Culture	4	0.666	43.845	65%	3
Job Satisfaction	4	0.682	52.687	53.327%	4
Job Commitment	4	0.707	93.77	63.837%	4
Turnover Intention	4	0.735	119.623	82.176%	3

According to Hair, et al., (2010), the KMO items were suitable as they were higher than 0.6.

#### 4.4. Correlation

The correlation test was run to test if multi co-linearity exists amongst the variables or not, Corresponding checking correlation is essentially required for analysis checking of regression. Table 1.4 shows the findings.

**Table 1.4 Cumulated correlation findings**

	WCT_1	TI_1	JS_T	Com_T
Workplace Culture	1.00			
Turnover Intention	-0.17	1.00		
Job Satisfaction	0.43	-0.41	1.00	
Job Commitment	0.43	-0.16	0.39	1.00

The above Table 1.4 shows the relationships were noteworthy at 0.01 (2-tailed) Job commitment (Mean= 3.54, Std Deviation= 0.81, N=350) and Turnover Intention (M=2.51, SD=1.33, N=350) is the most fragile having negative correlation of  $r=16$ ,  $p=0.0<0.01$ . The correlation of Job commitment (M =3.54, SD=0.81, N=350) and Workplace Culture (M =3.53, SD =0.86, N=350) is the maximum of  $r=43$ ,  $p = 0.0<0.01$ , and Job Commitment (M=3.54, SD=0.81, N=350) and Workplace Culture (M=3.53, SD=0.86, N=350) is the same of  $r=74$ ,  $p=0.0<0.01$ , was pursued with Job satisfaction (M=3.51, SD = 0.81, N=350) and Turnover Intention (M=2.51, SD=1.33, N=350), of  $r=41$ ,  $p=0.0<0.01$  having negative correlation, followed by Job Commitment (M=3.54, SD=0.81, N=350) and Job satisfaction (M = 3.51, SD = 0.81, N=350), through  $r=39$ ,  $p=0.0<0.01$ , additionally tracked with Turnover Intention (M=3.51, SD=1.33, N=350) and Turnover Intention (Mean = 2.51, Std. Deviation =1.33, N=350) having a negative correlation with  $r=17$ ,  $p=0.0<0.01$ . Furthermore, Hair, et al., (2010) stated that correlation proves whether the variables are exclusive and distinctive.

#### 4.5. Construct Validity

It was important to ascertain the data validity as it was taken from western culture and was adapted in another culture, and discriminate validity and convergent validity determines construct validity.

#### 4.6. Convergent Validity

Hair, et al. (2010) explained data meets the validity as variance being higher than .40 and reliability more than .70 and in table 1.5 the summarized results are given.

**Table 1.5 Convergent Validity**

	M	SD	Variance explained	Reliability
Workplace Culture	3.46	0.79	65.00%	0.52
Job satisfaction	3.51	0.81	53.32%	-0.61
Job Commitment	3.54	0.81	63.83%	0.84
Turnover Intention	2.66	1.00	82.17%	-0.70

Job Commitment (Mean=3.54, SD=0.81) has the utmost reliability ( $\alpha=.84$ ), preceded with Turnover Intention (Mean=2.66, Std. D=1.00) has the reliability ( $\alpha=0.70$ ), Job satisfaction (Mean=3.51, SD=0.81) has reliability ( $\alpha=0.61$ ), followed by Workplace Culture (Mean=3.46, SD=0.79) has reliability ( $\alpha=.52$ ). Turnover Intention (M=2.66, Std. D=1.00) is the maximum (VE=0.82) accompanied with Workplace Culture (M=3.46, SD=0.79) is (VE=0.65), Job commitment (Mean=3.54, SD=0.81) is (VE=0.63) and Job satisfaction (Mean=3.51, SD=0.81) is (VE=0.53). The convergent validity requirement is fulfilled by data as the reliability is greater than .70 and variance explained is greater than .40.

#### 4.7. Discriminate Validity

For finding out each variable's uniqueness, discriminate validity was determined (Hair, et al., 2010). Data fulfills validity necessity as the square root of variance has to be higher than the square of every pair of correlation. Findings are given in Table 1.6.

**Table 1.6 Discriminate Validity**

	WCT_1	TI_1	JS_T	Com_T
Workplace Culture	0.81			
Turnover Intention	0.03	0.91		
Job satisfaction	0.18	0.17	0.73	
Job Commitment	0.18	0.03	0.15	0.79



#### 4.8. Hypothesis 1: Workplace Culture and Job Satisfaction

Through regression analysis, the hypothesis that Workplace Culture positively influences job satisfaction was tested. In Table 1.7 the summarized results are shown:

**Table 1.7 Recapitulated Regression outcome**

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.09	0.37		5.62	0.00
Org Culture	0.40	0.10	0.43	3.93	0.00

Dependent Variable Job satisfaction,  $R^2=.18$ , adjusted  $R^2=0.17$ ,  $F(1,350) = 15.42$ ,  $p < 0.05$

The regression findings shows that the interpreter Workplace Culture clarifies 18.5% variance ( $R^2=.18$ ,  $F(1,350) = 15.42$ ,  $p<0.05$ ). According to Cohen, 1998 Workplace Culture ( $\beta = 0.43$ ,  $p<.05$ ) considerably influence job satisfaction which is a large effect.

#### 4.9. Hypotheses 2: Workplace Culture and Job Commitment

Through regression analysis, the hypothesis that Workplace Culture positively influences Job Commitment was tested. Table 2.8 shows cumulated findings:

**Table 1.8 Cumulated Regression findings**

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.106	0.37		5.66	0.00
Org Culture	0.405	0.10	0.43	3.96	0.00

Dependent Variable Job Com,  $R^2=.18$ , adjusted  $R^2=.17$ ,  $F(1,350) = 15.68$ ,  $p < 0.05$

Workplace Culture regression findings clarifies 18.7% variance ( $R^2=.18$ ,  $F(1,350) = 15.68$ ,  $p<0.05$ ). Findings illustrates Workplace culture ( $\beta = 0.43$ ,  $p<.05$ ) extensively foretells Job Commitment.

#### 4.10. Hypothesis 3: Workplace Culture and Turnover Intention

Through regression analysis, the hypothesis that Workplace Culture influences Turnover Intention was tested. In Table 1.9 the summarized results are shown:

**Table 1.9 Recapitulated Regression Results**

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.304	0.567		5.830	.000
Org Culture	-0.224	0.156	-0.171	-1.435	.156

Dependent Variable Job Com,  $R^2= .29$ , adjusted  $R^2= .015$ ,  $F(1,350) = 2.058$ ,  $p < 0.05$

Regression explains that Workplace Culture clarifies 29% variance ( $R^2=.29$ ,  $F(1,350) = 2.058$ ,  $p>.05$ ). Findings expressed Workplace culture ( $\beta= -0.17$ ,  $p>0.05$ ) insignificantly predicts turnover intention.

## 5. DISCUSSION AND CONCLUSION

With the earlier studies, all the hypotheses were consistent. By incorporating studies done earlier, the result of hypotheses and its relevance are discussed. The hypothesis on effect of Workplace Culture on Job Satisfaction was accepted; the result was consistent with previous studies (Chang & Lee, 2007). Camp (1994) stated that managers really need to figure out the relationship that's between job satisfaction and its culture as it would define clearly the way of retaining the most important employee, resulting in adding to Workplace's success and profit. Skilled and experienced workers are an asset to Workplace and they should be retained and motivated to stay in the Workplace through supportive culture (Boxall & Macky, 2009).

The hypotheses were validated between Workplace Culture on Job Commitment. Previously, Workplace Culture and its effect on commitment of employee's were validated by the finding (Burke & Ng, 2006). Managers need to keep Workplace Culture motivating and supportive to keep employee satisfied with the job, as a committed employee's personal goals will always go in the line of their Workplace (Allen & Meyer, 1996). Workplace having a supportive and the one that flourishes the employee tend to keep their employees committed to the working place and also due to the number of years they have served (Gallie, Zhou, Felstead, & Green, 2012). The hypothesis that Workplace Culture negatively influences turnover intention was rejected. There was an inconsistent study result as compared with previous studies, most of them found that working environment that's unfavorable, increases intention of turnover (Joo & Park, 2010; Aarons & Sawitzky, 2006).

### **5.1. Recommendations for Managers**

Incorporating the study, it can be mentioned that managers really need to start creating a supportive environment for nurses as without a supportive job culture they will not be able to stay commitment to the environment, making them not satisfied with the job which will surely increase their intention of turnover. Darolia, Kamari and Darolia (2010) state that it can prove costly when employee's job satisfaction is low which results in employees getting low pay and in return the Workplace having fewer profits. Nurses should be given care at workplace and their growth needs to be given importance by letting them acquire for higher studies, specialization and also making them aware of the current technologies, sending them for seminars and sessions related to their field would give them a boost and this will provide them a job culture that is nurturing and supportive and this will decrease their turnover intention.

### **5.2. Limitation and Future Research**

This data was collected from nursing employees through questionnaires, with which the hypothesis was tested resulting it to have a vulnerable and overrated to usually occurring method. There was no other proof of the circumstances rather than rely on the answers of the questionnaire. The data is supported by theories which had been better if collected through direct confirmation of data obtained. The sample was collected from nurses from a hospital in

Karachi, Pakistan. Therefore, the data can be generalized in the similar healthcare setting. If it had been compared to more hospitals, it could have given a more generalized result.

### **5.3. Summary**

The research presented sufficient evidence that the instrument used specifies sound multicultural and psychometric measures can be used in assessing the culture of the Workplace. For prosperity of a Workplace, it's important to keep employee environment happy, an environment that supports employees. When an employee would have satisfaction then it would reflect on their performance as by being satisfied they would be able to give quality work to their job which will automatically be beneficial to the Workplace and will contribute to employee's Job Commitment (Christopher, Zabel & Jones, 2008).

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### Appendix: Questionnaire

This questionnaire is designed to conduct the research (required as a fulfillment for Advanced Quantitative research course) on influence of organizational culture on organization commitment, job satisfaction and turnover intention among nurses in hospital-care setting of Pakistan. Following are some questions regarding your personal information. Kindly tick (✓) the appropriate box against each question.

**Q1. Age**

- ☐ Less than 21      ☐ 21-30      ☐ 31-40  
☐ 51 and above      ☐ 41-50

**Q2. Qualification**

- ☐ Intermedicate      ☐ Graduation      ☐ Masters  
☐ Doctoral      ☐ M.S/M.Phill

**Q3. Gender**

- ☐ Male      ☐ Female

**Q4. Income of the family**

- ☐ Up to – 20,000      ☐ 21,000 – 30,000      ☐ 31,000 – 40,000  
☐ 41,000 & Above

**Q5. Profession**

- ☐ Marketing      ☐ Nursing      ☐ Engineering  
☐ Doctor      ☐ Teacher      ☐ Banking  
☐ Other

**Q6. Marital status**

- ☐ Single      ☐ Married

**Part 1: Workplace Culture**

Please circle one number per statement to indicate your view towards the statements below, Please circle a number from 1 to 5 using the scale below:

1= Strongly Disagree      2=Disagree      3=Neutral  
4=Agree      5=Strongly Agree

	<b>Workplace Culture</b>					
1	The workplace is a very personal place. It is like an extended family. People seem to share a lot of themselves	1	2	3	4	5
2	The workplace is a very energetic place. People are willing to work hard and take risks	1	2	3	4	5
3	The workplace is very result-oriented. People are very competitive and result oriented	1	2	3	4	5
4	The workplace is a very controlled and structured place. Formal procedures generally govern what people do	1	2	3	4	5

**Part 2: Job Satisfaction**

Please circle one number per statement to indicate your view towards the statements below, Please circle a number from 1 to 5 using the scale below.

1= Strongly Disagree      2=Disagree      3=Neutral  
4=Agree      5=Strongly Agree

<b>Job Satisfaction</b>						
1	I receive appreciation whenever a task is done well	1	2	3	4	5
2	I feel good about working at this hospital	1	2	3	4	5
3	I have good understanding with my boss	1	2	3	4	5
4	I feel good about my job	1	2	3	4	5

### Part 3: Job Commitment

For each of the following statements below, please indicate the extent of your agreement or disagreement by circling a number from 1 to 5 using the scale below.

1= Strongly Disagree      2=Disagree      3=Neutral      4=Agree  
5=Strongly Agree

<b>Job Commitment</b>						
1	I am very happy by being a member of this Workplace.	1	2	3	4	5
2	I really feel as if this Workplace's problems are my own	1	2	3	4	5
3	Right now, staying with the institution is a matter of necessity as much as desire.	1	2	3	4	5
4	It will be very hard for me to leave the institution, even if I want to.	1	2	3	4	5

**Part 4: Turnover Intention**

Please circle one number per statement to indicate your view towards the statements below, please circle a number from 1 to 5 using the scale below.

1= Strongly Disagree      2=Disagree      3=Neutral      4=Agree  
5=Strongly Agree

<b>Turnover Intention</b>						
1	I intend to leave the workplace soon	1	2	3	4	5
2	I plan to leave the workplace in the next little while.	1	2	3	4	5
3	I will quit the workplace as soon as possible.	1	2	3	4	5
4	I do not plan on leaving the workplace soon.	1	2	3	4	5
5	I may leave this workplace before too long.	1	2	3	4	5

**Thanks for your valuable time**