

The Influence of Organizational Culture on Turnover Intention of X Hospital Employees

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Abstract – This study aims to determine the effect of organizational culture on turnover intentions. This study was involved 131 employees of X's hospital. Data was collected using organizational culture scale and turnover intention scale. The results of simple regression analysis shows that organizational culture has a negative and significant effect to turnover intention. Perceived of organizational culture contribute negatively to the turnover intentions of X hospital employees. This finding is also expected to be an input for X Hospital to face the issue of turnover intention and in making policies for employees.

Keywords – Organizational Culture, Employee Engagement, Turnover Intention, Hospital.

I. INTRODUCTION

Hospital is one of the health service facilities that have a very strategic role in an effort to accelerate the improvement of public health status. Efficient and effective hospital management is an absolute requirement so that hospitals can provide optimal services, especially in today's increasingly fierce competition along with the development of more quality health services in technology and services.

In practice, hospitals are divided into two, namely General Hospital and Teaching Hospital. Based on the Regulation of the Minister of Health of the Republic of Indonesia No. 56 of 2014 concerning Hospital Classification and Licensing in article 1 point 2 it is stated that a general hospital is a hospital that provides health services in all fields and types of disease. Meanwhile, a teaching hospital is a hospital that provides integrated education, research and health services in the fields of medical and/or dentistry professional education, continuing education, and education of other health workers in a multi-professional manner.

One of the hospitals that will be developed into a teaching hospital is hospital X. It has been fully operational for 5 years since 2016, Hospital X has several obstacles or problems related to the organization and human resources in it. One of the obstacles or problems that Hospital X has is the problem of employee turnover.

According to Jewell (1988), turnover can be interpreted as a change in organizational membership or position turnover between outgoing employees and new employees. Employee turnover is a phenomenon that has been widely studied (Shaw, Delery, Jenkins & Gupta, (1998)). But to date, there is no standard reason why employees turnover and leave the organization. The phenomenon of employee resignation in a company is said to be reasonable if the amount is not more than 10% per year (Ridlo, 2012). If it is reviewed based on these data, the turnover phenomenon in Hospital X which reaches approximately 11% per year (data obtained based on personal communication with HR staff) is included in the high category.

Employee turnover in a company begins with turnover intention. According to Mobley (1982) turnover can be predicted through the employee's desire to leave the organization or referred to as turnover intention. Turnover intention in the company will be a very serious problem if the desire of employees to move within a company is high. Before resigning, the employee will first have a desire to resign, in other words, the employee's desire to resign will appear first before the employee decides whether he will really leave the company.

There are various factors that cause turnover intention. Ghost, Rachita, Joshi & Shadman, (2013) found that there are seven factors that influence turnover intention, one of which is organizational culture. This is supported by the findings of Sweeney's research (2017) that organizational culture can significantly predict turnover intentions, where a strong organizational culture can reduce turnover intentions.

According to Robbins & Judge (2013) organizational culture is a system of shared meanings held by members of an organization that distinguishes the organization from other organizations. Organizational culture forms a belief that is the basis and is owned by members of the company. It contains values, norms and habits that affect the way employees work. The more accepted the values, norms and habits of the organization, the stronger the organizational culture will be.

In line with the above findings, research by Denison & Mishra (1995) suggests that organizational culture has an impact on organizational effectiveness, including quality, employee satisfaction and company performance. A strong culture will form cohesiveness, loyalty and commitment to the company so that it will reduce the desire of employees to leave the organization (Robbins & Judge, 2013).

Hospital X has an organizational culture that has been divided into eight points. Based on the author's observations and interviews during the internship, it was found a phenomenon that the cultural values at Hospital X were not yet known and had not been internalized to employees. The cause is that the socialization provided to employees or employees has not been maximized (Personal communication, 2020).

Cultural values in the company are generally philosophical statements, can function as demands that bind employees because they can be formally formulated in various rules and regulations of hospital X. employees will indirectly be bound so that they can form attitudes and behavior in accordance with cultural values that have been aligned with the vision and mission as well as strategy. The existing values then cannot be used as a reference in working as expected, this can also be the cause of the lack of synergy between Hospital X employees in their work. In addition, the attitude or behavior of Hospital X employees also does not reflect the cultural values of the hospital X. For example, empathy is still lacking in the work behavior of Hospital X employees, especially in the field of medical services. There are also employee behaviors that are not in accordance with the cultural values of Hospital X such as nurses who are still discriminatory in providing services to patients. By enforcing a work culture, as a reference for applicable regulations or regulations, the leadership and employees will indirectly be bound so that they can form attitudes and behavior in accordance with the vision and mission as well as strategy.

Robbins (1998) mentions the results of his research that a strong corporate culture has a considerable influence on employee behavior and directly reduces turnover. In a strong culture, the main values of an organization or company are strongly held and embedded in all its employees. The more employees who accept these values and the greater the commitment to them, the stronger the company culture will be.

According to Xaverius (2016), organizational culture is one of the factors that can influence employees in deciding whether to continue to stay in the company or leave the company. Employees will tend to have the nature to survive or the decision to leave the company will decrease when employees are satisfied with the organizational culture applied in the company.

II. STATEMENT OF THE PROBLEM

How does organizational culture affect turnover intentions of X hospital employees?

III. LITERATURE REVIEW

A. Organizational Culture

a. Definition

According to Robbins (2007) organizational culture is a system of shared meaning held by members that distinguishes the organization from other organizations. Robbins (2003) states that organizational culture has an impact on an organization, as follows:

1. Culture has a role in setting boundaries, which means that culture creates a clear distinction between one organization and another.
2. Culture brings a sense of identity to members of the organization.
3. Culture facilitates the emergence of commitment to something broader than one's personal interests.
4. Culture establishes social systems, which means it is the social glue that helps unite an organization by providing precise standards for what employees should say and do.
5. Culture functions as a meaning-making and control mechanism that guides and shapes the attitudes and behavior of employees.

b. Eight Culture Values of X Hospital

a. Empathy: is the ability and willingness to understand, understand and share what is felt, what is thought and what the patient wants.

b. Non-Discriminatory: the ability to provide services or serve patients according to medical needs, not based on socio-economic status & not discriminating against ethnicity/race/ culture & religion.

c. Communicative: the ability to express thoughts (either orally or in writing) in a systematic, clear and easily understood language by the interlocutor. Able to receive and respond to conversations from other parties well.

d. Energetic: the ability to do a job or task with enthusiasm and energy

e. Initiative: the ability to carry out initiatives to improve the quality of work without having to be ordered; be proactive and have high self-motivation to complete work; and proficient in submitting proposals/inputs to improve the quality of work.

f. Innovative: the ability to generate new ideas /ideas and thoughts in order to increase organizational effectiveness.

g. Team (Team work): the ability to coordinate and communicate with various related parties; formulating common goals and sharing tasks to achieve the work targets that have been set; and respect each other's opinions and inputs in order to improve team performance.

h. Effective: the ability to complete a job or task on time.

*The cultural values at X Hospital will later become the basis for measuring the extent to which culture is internalized within X Hospital employees.

B. Turnover Intention

a. Definition

Turnover Intention according to Mobley (1986) is the tendency or intention of employees to quit or move from one workplace to another according to their own choice. In line with this understanding, Ronald and Milkha (2014) define turnover intention as the tendency or intensity of individuals to leave the organization for various reasons, including the desire to get a better job.

b. Turnover Intentions Aspects :

Mobley (1986) states that turnover intention has three aspects, namely:

1.Thinking of Quitting

(thoughts to leave the company)

The employee has some thoughts of quitting his job at the company and withdrawing from the company. Another thing that employees will do is compare what is obtained at the company by friends in other companies.

2.Intention to Search

(intention to find another job)

Employees make efforts such as looking at job vacancies through various available information media or asking for information on job vacancies outside the company where they work.

3.Intention to Quit

(intention to leave the company)

Employees begin to show certain behaviors that indicate their desire to leave the company. For example, having the intention to resign and starting to be able to ensure himself to leave the company.

In line with the aspects mentioned by Mobley (1986), research conducted by Firth (2004) also found that there are thoughts of leaving the company, the intention to find another job and the intention to leave the company as aspects of employee turnover intentions.

C. Research Hypothesis

Based on the theoretical description stated above, the researcher proposes the research hypothesis as follows:

“There is a significant influence on organizational culture on turnover intention.”

IV. MATERIAL AND METHOD

Operational Definitions of Research Variables:

a. Organizational culture is the knowledge and understanding of X Hospital employees regarding patterns or systems in the form of attitudes, values, behavioral norms, language, beliefs, rituals, which are formed and developed by X Hospital as an organizational personality that distinguishes the hospital and determines how the work group perceives the organization, think and react to diverse environments and function to overcome internal and external adaptation problems. Organizational culture is measured using eight cultural values at X Hospital, namely empathy, non-discrimination, communicative, energetic, initiative, innovative, teamwork and effective. Organizational culture score is obtained from the total score of organizational culture. The higher the total score obtained, the stronger the organizational culture. Vice versa.

b. Turnover Intention is the desire of X Hospital employees to leave the company and leave their current job to get a better life. Turnover intention in this study was measured using the turnover intention scale, which was compiled based on three dimensions from Mobley (1986) namely thinking of quitting (thinking of quitting work from the organization after doing various considerations), intention to search (intention or desire to find alternatives other jobs), and intention to leave (the intention or desire to leave the organization). The turnover intention score is obtained from the total score on the turnover intention scale. The higher the total score obtained, the higher the employee's turnover intention. And vice versa.

V. RESULT

Table below provides information that the percentage of women more than men, 73%.

The most age in career development is establishment, 97%, the marital status is 67% married, education level is 68% bachelor and the most working experiences are in the early career stage, 100%.

Sex	Total	%
M	36	27%
F	95	73%
Total	131	100%

Category	Age (Years)	Total (N)	%
Exploration	15 – 24	2	1,6 %
Establishment	25 – 44	127	97%
Maintenance	45 – 64	2	1,6%
Jumlah		131	100 %

Category	Working years	Total (N)	%
Early career stage	0 – 2	131 orang	100%
Middle career stage	3 – 10	-	-
Late career stage	> 10	-	-
Jumlah		131	100 %

Category	Total (N)	%
Married	88 people	67%
Single	43 people	33%
Jumlah	131	100 %

Category	Total (N)	%
Diploma	27	21 %
Bachelor	89	68%
Master	15	11%
Jumlah	131	100 %

1. Normality test

A data can be said to be normally distributed if the significance is greater than 5% or 0.05. Based on the table, the significance value is 0.200, which is greater than 0.05. So it can be said that the data is normally distributed.

Variable	F	P	Description
Intensi Turnover *	42.257	.000	Linear
Budaya Organisasi			

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Predicted Value
N		131
Normal Parameters ^{a,b}	Mean	55.3511450
	Std. Deviation	8.62646367
Most Extreme Differences	Absolute	.057
	Positive	.048
	Negative	-.057
Test Statistic		.057
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

2. Linearity test

Based on the linearity assumption test between organizational culture and turnover intention variables, it was found that the F value was 42.257 with a linearity significance value of 0.000 ($p < 0.05$). This value indicates that the assumption of linearity between the independent variable and the dependent variable is fulfilled, as in the following table :

Note : p = probability

3. Autocorrelation Test

The autocorrelation assumption test aims to determine whether in the linear regression model there is a correlation between one error statistical testing, the Durbin-Watson (d) value is 2.221. Data that are said to be free of autocorrelation is if the statistical value if Durbin-Watson test is between 1 and 3 (Field, 2009). Therefore, it can be said that in this linear regression model there is no autocorrelation.

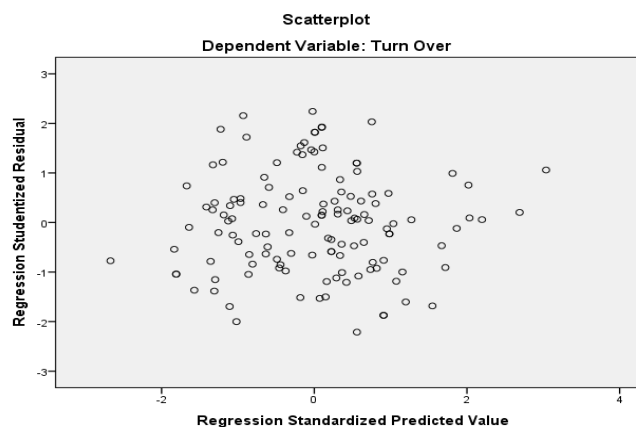
4. Heteroskedasticity Test

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.572 ^a	.327	.317	12.466	2.221

a. Predictors: (Constant), *Employee Engagement*, Budaya Organisasi

b. Dependent Variable: Intensi *Turnover*



From the graph above, it can be seen that the distribution of points on the graph is spread randomly (no systematic pattern) around 0, so it can be concluded that there is no symptom of heteroscedasticity.

5. Hypothesis Testing

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9674.064	2	4837.032	31.129	.000 ^c
	Residual	19889.784	128	155.389		
	Total	29563.847	131			

a. Dependent Variable :

Turnover Intention

b. Predictors : Organizational

Culture.

Based on the table above, it can be seen that the value of Fstatistic = 31.129 with a significance value of $p = 0.000$ ($p < 0.05$).

While the Ftable value for $N = 131$ and a significant value of $p = 0.05$, the Ftable was obtained at 3.05. Thus the value of $F_{count} > F_{table}$, it can be concluded that organizational culture has a significant effect on turnover intention.

To determine the magnitude of the influence of organizational culture, the R determine test was carried out with the result as in the following table :

Model	R	R Square	Adjusted R Square	Std. Error of the Estimated
1	.572 ^a	.327	.317	12.466

a. Predictors: (Constant), Organizational Culture

b. Dependent Variable: *Turnover Intention*

Based on the table above, it is also found that the value of determinant coefficient (Rsquare) is 0.327 or 32,7%, meaning that the contribution of the organizational culture variable to turnover intention is 32,7% while the remaining 67,3% is explained by other causes outside of this research variable.

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	135.621	10.947		12.389	.000
	Org. Cul	-.485	.093	-.499	-5.140	.000

a. Dependent Variable :

Organizational Culture.

Based on the table above, the regression equation can also be formulated as follows :

$$Y = 135.621 - 0.485 X_1 - 0.305 X_2$$

The regression equation shows a constant value of 0.485, which mean that if the organizational culture variable is 0, then turnover intention has a value 0.485. The regression coefficient value organizational culture of the negative at 0.485, which mean that if the organizational culture increase at one point, it can be decrease turnover intention at .485 point.

VI. ADDITIONAL ANALYSIS RESULT

- The empirical mean value of organizational culture in this study was 121, 68, while the hypothetical mean was 96. This result shows that the level of organizational culture of the respondent tends to be high.
- The empirical mean value of turnover intention int this study was 55,3 while the empirical mean was 63. This result shows that the level of turnover intention of the respondent tends to be high.

VII. DISCUSSION

Based on the results of the research data, it can be seen that there is an influence between organizational culture on turnover intentions. This is in accordance with the first hypothesis made in this study, namely organizational culture has a significant effect on turnover intentions of employees at X Hospital. This is in line with the research of Luqman, Shazad, Khan and Shabbir (2012) suggesting that companies / organizations must introduce employees to the values, norms and goals of the organization as an important basis for employees to understand organizational culture.

Robbins (1998) mentions the results of his research that a strong corporate culture has a considerable influence on employee behavior and directly reduces turnover. In a strong culture, the main values of an organization or company are strongly held and embedded in all its employees. The more employees who accept these values and the greater the commitment to them, the stronger the company culture will be.

A strong culture will form cohesiveness, loyalty, and commitment to the company in its employees, which will reduce the desire of employees to leave the organization or company.

Based on the score categorization of the results of the study, it can be seen that on the organizational culture variable that most of the X Hospital employees have a strong organizational culture, as many as 87 people (66%). Then there are 44 people (34%) with a moderate organizational culture and 0 people (0%) with a weak organizational culture. This means that as many as 87 X Hospital employees are in the strong category, where their assessment of the organizational cultural values at X Hospital is in accordance with themselves and their work. Then as many as 44 people (34%) had a moderate assessment of the organizational culture they felt at work and as many as 0 people had a weak assessment of organizational culture at X Hospital.

Based on the results of the research and the facts in the field, the researchers found that the organizational cultural values at X Hospital were basically reflected in the work behavior of USU Hospital employees. However, most employees do not know and do not understand that there are eight organizational cultural values that are the basis for their work at X Hospital. Therefore, it is necessary to increase socialization so that X Hospital employees better understand the organizational culture at X Hospital and can apply it more optimally.

Employees who work in a company or organization, need to understand the organizational culture. Organizational success is assisted by the strength of organizational culture within the company because this variable can guide behavior and give meaning to organizational activities that will make employees have high commitment (Syahrudin, 2016) so as to reduce turnover intentions.

VIII. CONCLUSION

- a. Organizational culture has a negative and significant impact on turnover intention. These results indicate that the higher organizational culture, the lower turnover intention's happened.
- b. The value of effective contribution of organizational culture to turnover intention was 32,7%.
- c. Generally, research respondent have a high level of organizational culture and medium level of turnover intention.

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