Consequences of Organizational Culture and the Mediating Role of Job Satisfaction and Turnover Intentions

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Abstract

Employees' and organizational performance and organizational culture are highly correlated. Employees working in a conducive environment have a positive attitude towards the job and a sustainable relationship with the organization. We have collected responses from selected hospitals of Karachi. The measurement of variables was adapted from established scales used in the literature. We have also developed a framework that investigates six direct and four indirect hypotheses. Of the six direct hypotheses, three hypotheses were accepted, and the others were rejected. However, all four indirect hypotheses were accepted. The results suggest that nurses employed in hospitals are satisfied with the hospital environment due to which they have high commitment and satisfaction. The study found that despite these factors, nurses do not want to maintain a sustainable relationship with the hospital. Perhaps, other factors might have contributed to their turnover intentions, such as the leadership style of senior management. The finding is inconsistent with earlier studies, which suggest that organizational culture, employee commitment, and job satisfaction are inversely associated. The results imply that organizational performance and cultural aspects are highly related. Therefore, organizations must address these aspects to improve employee attitude and behavior.

Keywords: Organizational culture, employee commitment, job satisfaction, turnover intentions.

Organizations need to develop and maintain a conducive culture as it promotes commitment, job satisfaction, and negatively affects turnover intentions (Lee, Grace, Sirgy, Singhapakdi, & Lucianetti, 2018). A flexible organizational culture provides employees with an environment where they develop a positive attitude and behavior (Körner et al., 2015). An alignment between employees and corporate values stimulates a positive attitude towards job outcomes and promotes low turnover intentions (Meng & Berge, 2019). There is extensive empirical support on the association between organizational culture, organizational commitment, job satisfaction, and turnover intentions (Lee, Chiang, van Esch & Cai, 2018). Organizational culture comprises values that help organizations to run effectively (Duan, Du & Yu, 2018). Moreover, a conducive corporate culture improves employee performance and job commitment (Saad & Abbas, 2018). Employees whose values are aligned with the norms of the organization have a higher job satisfaction level and low turnover intentions (Kim, Tam, Kim & Rhee, 2017). Satisfaction is the outcome of the job, and satisfied employees have a higher job satisfaction level in comparison to unsatisfied employees. Similarly, Hertzberg (1959) and Lee, Chiang, Van-Esch & Cai (2018) argue that dissatisfied employees have a negative attitude towards the job. Job satisfaction, according to Lee & Chelladurai (2018) and Locke (1969) is an "emotional feeling that stimulates positive and negative job experiences." The organizational environment and employees' traits have a direct and indirect association with job satisfaction (Kangas et al., 2018). A committed employee, despite adverse conditions at work, has a positive attitude (Habib et al., 2014**)**. Silverthone (2004) argues that a conducive environment enhances employee motivation and commitment. On the other hand, a non-conducive organizational culture adversely effects employee commitment (Kangas et al., 2018). Moreover, job satisfaction has a positive association with low turnover intentions (Nigus, 2019).

Despite the abundance of research, there are inconsistent results on the effect of organizational culture on employee commitment and turnover intentions (Habib et al., 2014). Corporate culture and employee commitment are the most extensively researched concepts in management studies, yet the two ideas remain elusive (Shoaib, Zainab, Maqsood & Sana, 2013). Not only that, the effect of different organizational cultures on employee commitment has been investigated, but there is no consistency in the findings. Some past studies have reported a positive association between corporate culture and employee commitment (Hagalla, 2017; Asghar, Mojtabaand, and Sadeghi, 2015; Azadi, Bagheri, Eslami, and Aroufzad, 2013). On the contrary, Nongo

and Ikyanyon (2012) found out that there was no significant relationship between culture and employee commitment. Furthermore, in the context of organizational culture and turnover intention, some studies found a positive correlation between the variables (Dwivedi, 2013; Gill, 2013; Madueke, 2017).

Because of the contradictory results, it is necessary to conduct research that provides further insight into the issue. Therefore, we have incorporated these constructs in the developed model, which will contribute towards the body of literature. Past studies have used job satisfaction, employee commitment, and organizational culture as an antecedent to turnover intentions (Alzubi, 2018; Egan, Yang & Bartlett, 2004; Dwivedi, Kaushik & Luxmi, 2013). Other studies have used job satisfaction and organizational culture as a predictor of employee commitment (Carvalho et al., 2018; Mustafa, Ilyas & Rehman, 2016). Thus, there is a need to examine the antecedents of turnover intentions and commitment in one study. Because of this gap, our study contributes to the literature by examining the effects of precursors (i.e., organizational culture, job satisfaction, and commitment) on turnover intentions and the impact of corporate culture and job satisfaction on employee commitment.

Moreover, culture and job commitment are highly interrelated; therefore, it is necessary to incorporate the role of turnover intentions and commitment as mediators in the conceptual model. Many studies have taken a narrow perspective without incorporating any mediating variables (Kangas et al., 2018; Islam et al., 2016). Some studies have included one or two mediating variables (Nigus, 2019; Song, Chai, Kim & Bae, 2018). Thus, we contribute to the body of knowledge by examining the mediating effects on both job commitment and turnover intentions.

Review of Literature & Hypothesis Development

Organizational culture in the present era is an essential asset for a company, as it has a direct association with the organization and job-related outcomes (Driskill,2018). Organizational culture refers to the values, beliefs of the employees of the organization (Hakim, 2015). On the other hand, corporate culture also applies to the "attitudes, experiences, beliefs, and values of an organization," which an organization acquires through social learning (Dwirantwi, 2012). Thus organizational culture provides a framework to individuals and groups on how to interact within the organizations and other stakeholders of the organization (Feldman, 2019). Organizational culture in an organization is considered as "an invisible hand that dictates employees how to dress and perform their duties" (Loo, 2018). Thus, all organizations have a distinct and unique personality that develops consciously and deliberately and are passed on to new employees (Elsbach & Stigliani, 2018). Organizational culture has two critical aspects. One, a culture in an organization, differentiates it from others, but this differentiation is sustainable (Hakim, 2015). Two, it bonds an organization together. An organizational culture that aligns the values of employees is more attractive to existing and new employees (Elsbach & Stigliani, 2018). Moreover, a conducive culture in an organization not only motivates employees to give their best, but it also reduces employee's turnover intentions and enhances satisfaction and commitment (Feldman, 2019). Conger and Church (2018) suggest that culture in an organization can either improve employees' related performance or may reduce them significantly. Therefore, it is crucial to have the right culture in an organization. There is no such thing as a universal culture as it varies from one country to another, and from one sector to another sector (Hakim, 2015). However, most scholars suggest the following facets of culture is essential in all types of industries, which are "maintaining relationships, communications, decision-making, individual or group perspective, and orientations to change" (Conger & Church, 2018).

Organizational Culture and Employee Commitment

An "organizational culture encompasses the set of beliefs, values, work styles, and relationships that distinguish one organization from another" (Hofstede, 2001). Kawiana, Dewi, Martini & Suardana (2018) stress that organizational culture and employee commitment have a positive and significant association in both the manufacturing and service industries. Many studies have documented that a conducive corporate culture positively influences employee attitude towards work that enhances their motivation and job commitment (Carvalho, Castro, Silva & Carvalho, 2018; Lee, Chiang, van Esch & Cai, 2018). It has also been argued that alignment between employees and organizational norms and values positively effects attachment towards the organization and work commitment (Martini & Suardana, 2018).

Past studies have found that a positive organizational culture provides job security to employees and harnesses a long-term relationship with the organization (Chong, Shang, Richards & Zhu, 2018). A sustainable relationship is beneficial for both employees and organizations (Anitha,

2016). It is documented that organizational culture positively influences goals, strategy, and innovation and work commitment of employees (Mustafa, Ilyas & Rehman, 2016).

H₁: Organizational culture and employee commitment are positively associated.

Organizational Culture and Job Satisfaction

All the determinants of organizational culture individually and collectively have a strong association with employees and organizational outcomes (Carvalho, Castro, Silva, & Carvalho, 2018; Boyce, Nieminen, Gillespie, Ryan, & Denison, 2015). Therefore, academicians have examined organizational culture from different perspectives and in various sectors (Chong, Shang, Richards & Zhu, 2018; Grant et al., 2007). Organizational culture is related to all the tangibles and intangibles that may, directly and indirectly, affect employees' job satisfaction (Ryan & Denison, 2015). A conducive organizational culture and job satisfaction are highly correlated (Chong, Shang, Richards & Zhu, 2018). Therefore, organizations must focus on their cultural norms and align elements of job satisfaction with cultural values (Koustelios, 1996).

Contrary to common perception, Koustelious (1996) believes that both profit and non-profit organizations have a similar culture of power. In organizations, authority and control is exercised by a key person or a group of people. How "power" is used and perceived by employees affects the working environment, job satisfaction, job development, and promotional opportunities (Chong, Shang, Richards & Zhu, 2018). The organizational culture of power positively influences employees and organizational goals (Jamaludin, Sam, Sandal & Adam, 2018). Similarly, it is believed that both tangible and intangible work and non-work related activities promote organizational culture (Kawiana, Martini, & Suardana, 2018). In addition, organizational culture also nurtures employee development, job satisfaction, and commitment (Arifin, 2015). Past studies suggest that job satisfaction varies from job-to-job within an organization. Thus, Belias, Koustelios, Vairaktarakis, and Sdrolias (2015) have inferred that organizational culture has a different effect on different job levels.

H₂: Organizational culture and job satisfaction are positively associated.

Organizational Culture and Turnover Intentions

Several studies suggest that organizational culture inversely effects turnover intentions, but some studies have found that organizational culture has a positive effect on turnover intentions (Kim, Tam, Kim & Rhee, 2017; Dwivedi, Kaushik, & Luxmi, 2013). Moreover, other organization-related variables such as leadership style, self-esteem, and employee commitment moderate organizational culture and turnover intentions (Kessler, 2014; Dwivedi, Kaushik & Luxmi. 2013). For example, Matz, Wells, Minor & Angel (2013) documented that four critical aspects of organizational culture (i.e., "fairness, job challenge, teamwork, and innovation") have a significant but weak association with employee turnover intentions. The study also found that demographic factors such as age and education do not moderate organizational culture and turnover intentions.

Similarly, Jacob & Roodth (2008) found that nurses are not very happy with the hospital environment, and their turnover intentions are comparatively higher than in other industries. The study also concluded that hospital management should concentrate on improving organizational culture attributes such as knowledge sharing and job satisfaction to increase the nurses' commitment and reduce the intention to quit. Similarly, another study on organizational culture in Korea found that both innovative and relational aspects of organizational culture have a significant effect on nurses' low turnover intentions. Moreover, the study suggests that workplace bullying and burnout directly and indirectly (through organizational culture) effect turnover intentions.

H₃: Organizational culture and turnover intentions are negatively associated.

Employee Commitment and Turnover Intentions

Organizational commitment relates to an individual's "emotional attachment to an organization's goals and values which results in a willingness to exert optimal effort to achieve them" (Herscovitch & Meyer, 2002). The three components of commitment are affective (Çelik, Dedeoğlu & Inanir, 2015), normative (Herscovitch & Meyer, 2002), and continuance commitment (Hallberg & Schaufeli, 2006). These three components collectively have adverse effects on turnover intentions. However, individually these three components have a different impact on turnover intentions (Hallberg & Schaufeli, 2006). Employee turnover intentions may be conceptualized as "employees' inclination to quit their present job." Turnover intentions may be voluntary or non-voluntary (Gatling, Kang & Kim, 2016). In the case of voluntary turnover intentions, employees decide to leave their job as they have better job prospects in other organizations, or they are not happy with the existing working environment. In non-voluntary turnover intentions, employees are forced to leave the job (Chen & Francesco, 2003). The cost of employee turnover is high for an organization,

especially when the employee is highly skilled, committed, and diligent. High employee turnover adversely affects employee morale and social capital (Nazir, Shafi, Qun, Nazir & Tran, 2016).

Gamble & Huang (2008) and Chen & Francesco (2003) stressed that skilled workers are the assets of organizations. Therefore, organizations must ensure that they remain committed to their employees; otherwise, they will switch to other organizations. Many past studies have validated the association between organizational commitment and turnover intentions (Çelik, Dedeoğlu & Inanir, 2015). These studies have documented that employee commitment is an essential antecedent of turnover intentions. Moreover, they concluded that highly committed employees are more motivated than low commitment employees; therefore, they tend to develop a sustainable relationship with organizations (Kang, Gatling & Kim, 2015). Besides organizational commitment, other altitudinal factors also affect turnover intentions, but their effect is not as strong as commitment (Yousef, 2017; Al-dalahmeh, Khalaf & Obeidat, 2018).

H₄: Employee commitment and turnover intentions are inversely associated.

Job Satisfaction and Employee Commitment

Job satisfaction is an antecedent to employee commitment. Job satisfaction refers to an individuals' attitude towards the job that may be positive or negative (Kim, Leong & Lee, 2005). It is "an overall affective orientation of individuals regarding their work-role" (Mangkunegara & Octorend, 2015). A strong association exists between job satisfaction and employee commitment (Kim, Leong & Lee, 2005). However, recent research also supports that satisfied employees' attitudes towards their jobs are significantly higher than non-satisfied employees (Mangkunegara & Octorend, 2015). Thus, job satisfaction and employee commitment have bi-directional relationships.

Russ & McNeilly (1995) have documented that employees' positive attitudes, directly and indirectly, promote both satisfaction and commitment. Assigning the right job to the right person improves employee attitudes towards the job and commitment level (Kim, Leong & Lee, 2005). Past studies have used different components of job satisfaction (i.e., "organizational commitment, service, and organizational performance"). Job satisfaction has different facets, and all of them individually and collectively affect employee commitment (Mangkunegara & Octorend, 2015; Hanaysha, 2016).

H₅: Job satisfaction and employee commitment are positively associated.

Job Satisfaction and Turnover Intentions

Past studies have extended a variety of frameworks to examine employee turnover intentions (Lu & Gursoy, 2016). Tongchaiprasit & Ariyabuddhiphongs (2016) suggest that many scholars have used comprehensive measures of job satisfaction for predicting turnover intentions. Several studies have validated that highly satisfied employees have a higher inclination to stay with their place of employment as compared to unhappy employees (Mangkunegara & Octorend, 2015). On the contrary, Mathieu & Babiak (2016) found that employee satisfaction level is low in organizations where turnover intentions are high. Therefore, the research literature suggests that the management should concentrate on job enrichment as it will improve employee job satisfaction and loyalty towards the organization (Mathieu & Babiak, 2016). Turnover intentions have become a significant concern as the growth and sustainability of an organization depends on job satisfaction (Mangkunegara & Octorend, 2015). The issue of job satisfaction is not restricted to one type of industry. For example, Tarigan & Arian (2015) found that employees' average tenure in a manufacturing concern of Indonesia was low as they were not satisfied with the organizational environment.

Similarly, Batura, Skordis-Worrall, Thapa, Basnyat, & Morrison (2016) examined why a turnover ratio was high in the health care industry. The study found that employees in this organization were highly dissatisfied. The study recommended that organizations must improve both tangible and intangible aspects of job satisfaction for developing a sustainable relationship with employees. Similarly, Kim, Son, Park, Shin, Cho, Kim & Yu (2015) argue that a highly dissatisfied employee is not loyal to the organization; therefore, his/her tenure in the organization will be short. A study conducted on the US military also found a high correlation between job satisfaction and turnover intentions (Huffman, Adler, Dolan & Castro, 2005).

H₆: Job satisfaction has an inverse relationship with turnover intentions.

Organizational Culture, Job Satisfaction, and Employee Commitment

Organizations should promote a conducive organizational culture as it will enhance employee level of satisfaction and commitment towards the job (Arifin, 2015). Therefore, organizations must focus on their culture and align the elements of job satisfaction with their values (Belias, Koustelios, Vairaktarakis, Sdrolias, 2015). Koustelious (1996) argues that organizations have

a culture of power. This power is exercised by a key member or delegated group of an organization, How the leaders use the delegated powers effects the working environment, job satisfaction, job development and promotional opportunities (Grant, 2014; Jamaludin, Sam, Sandal & Adam, 2018).

Past studies have reported consistent results on the antecedents and consequences of job satisfaction (Mangkunegara & Octorend, 2015; Hanaysha, 2016). A few researchers have concluded that job satisfaction and organizational commitment are positively associated (Mathieu & Zajac, 1990). On the other hand, Mathieu & Zajac (1990) found that organizational commitment positively affects job satisfaction. Bailey, Albassami, & Al-Meshal (2016) argue that there is a lack of clarity on whether increased job satisfaction affects organizational commitment or vice versa.

H7: Job satisfaction mediates the association between organizational culture and employee commitment.

Job Satisfaction, Employee Commitment, and Turnover Intentions

Turnover intentions is a significant issue as the growth and sustainability of a business entity depends on how satisfied its employees are with their job (Grant, 2014). Turnover intentions are not restricted to a single industry. For example, Tarigan & Arian (2015) found that employees working in the manufacturing firms of Indonesia are not happy with their job due to which they switch frequently. Similarly, another study in the health care industry found that both tangible and intangible aspects of job satisfaction are below employees' expectations due to which the employees have a high turnover ratio. Thus, organizations must improve both tangible and intangible elements of job satisfaction for developing a sustainable relationship with employees. Similarly, Park and Kim (2014) argue that highly dissatisfied employees have a short tenure in an organization as compared to satisfied employees. The US military is a well-structured organization, and many organizations have adapted their job development practices. However, a study found the lower middle level officers in the US military are not happy with their job and have high turnover intentions (Park and Kim, 2014).

H8: Employee commitment mediates the association between job satisfaction and turnover intentions.

Organizational Culture, Employee Commitment, and Turnover Intentions

Jacob & Roodth (2008), in a study on organizational culture in a hospital, found that the average tenure of nurses' working in the hospital was low. The study also concluded that nurses' turnover intentions were high as the nurses were highly dissatisfied with both tangible and intangible aspects of the organizational culture. Many reviews on organizational culture found the commitment is an antecedent to turnover intentions and withdrawal cognition. Moreover, studies have stressed that employees due to an adverse culture have a low level of commitment and small job tenure in the organization (Kang, Gatling & Kim, 2015).

H9: Employee commitment mediates the association between organizational culture and turnover intentions.

Organizational Culture, Job Satisfaction, and Turnover Intentions

Appelbaum et al. (2013), in a study of organizational culture, conclude that satisfied employees do not face a significant disparity between their job expectations and actual job conditions. Lu & Gursoy (2016) suggest that many scholars have used various measures of job satisfaction in predicting turnover intentions. Several studies concluded that all the determinants of job satisfaction have a significant association with employee turnover (Nazir, Shafi, Qun, Nazir & Tran, 2016). Moreover, it has also been found that organizational culture promotes turnover intention directly and through job satisfaction (Herscovitch & Meyer, 2002).

H10: Job satisfaction mediates organizational culture and turnover intentions.

Methodology

Population and Sample

The population of nurses in Pakistan is 108,474, and Karachi's population is about 7% of Pakistan. Based on these parameters, the estimated population of nurses in Karachi is 7593 (Economic Survey of Pakistan, 2018-2019). For multivariate analysis, Hair, Jr. (2013) suggests 5 to 30 samples for each indicator variable. We have 20 indicator variables in the study. Based on the Hair jr. (2013) suggestion and the number of indicator variables in the study, the sample size could be from 100 to 600. We have taken the median value for determining the minimum sample size that comes out to 350. But keeping the provision of non-response rate, we, through enumerators, have approached 400 nurses.

Karachi hospitals from an administrative perspective can be divided into four categories: "(1) Administered by Federal Government, (2) administered by Sindh Government (3) Non-Profit Hospitals (4) Administered by City/Local Government, and (5) Private Hospitals" (Wikipedia, 2019). We have used quota sampling and administered the questionnaire in the Hospitals Administered by Federal Government and Sindh Government. The sample allocation (quota) for each unit in the two clusters are presented in Annexure 1.

Sample Collection Procedure

For collecting the data from the selected hospitals (Refer to Table 1), we recruited six females enumerators for administrating the questionnaire. The enumerators were female graduate students of a private business institute, and their recruitment was voluntary. Before the actual survey, we explained to them about the aims and purpose of the study. Subsequently, they were allowed to read the questionnaire. All the queries related to the instrument (questionnaire) were attended by giving them the required feedbacks. They visited the above-selected hospital in pairs. The enumerators distributed the questionnaire-forms and collected them the next day. We received a valid response from 350 members of the nursing staff, which constitutes a response rate of nearly 88%. The respondents comprise of 125 males nurses and 225 female nurses. The respondents' age ranged from 25 to 45 years. Approximately 250 nurses were married, and the rest were single. A total of 280 respondents had at least intermediate education, and the rest had a higher educational qualification.

Measurement Scales

The measurement of constructs were adapted from recognized scales and measures. The study has seven constructs where each construct has four indicator variables, all based on the five points Likert scale. Organizational culture was based on the Homburg (2000) scale. Its internal consistency (Cronbach's Alpha) in earlier studies ranged from 0.73 to 0.88. Freund's (2015) job satisfaction scale was adopted in the study, which has an internal consistency (Cronbach's Alpha) ranging from 0.79 to 0.87 in prior studies (Erdogan & Enders, 2007). Job commitment was based on the scale developed by Peng et al. (2016). The reliability coefficient (Cronbach's Alpha) varies from 0.80 to 0.86 in prior studies (Peng et al., 2016; Yousef, 2016). Turnover Intentions were based on the scale developed by Wong & Laschinger (2015). The reliability coefficient (Cronbach Alpha) varies from 0.80 to 0.90 in prior studies (Lu & Gursoy, 2016; Wong & Laschinger, 2015).

Results

Descriptive Analysis

The results related to descriptive analyses were calculated to analyze the statistical properties of the constructs.

Table 1. *Descriptive Analysis*

	Mean	Standard Deviation	Skewness	Kurtosis	Cronbach's Alpha
Employee Commitment	3.46	.79	-0.39	.10	0.839
Job Satisfaction	3.51	.81	-0.30	-.21	0.824
Organizational Culture	3.54	.81	-0.45	.84	0.835
Turnover Intentions	2.66	.01	0.22	-.70	0.863

Turnover intentions (Mean= 2.66, SD= 0.01) has a low skewness (SK=0.22) and job commitment (Mean=3.46, SD=.79) has a high skewness (SK=0.45). Kurtosis values of employee commitment (Mean= 3.46, SD= 0.79) and organizational culture (Mean= 3.54, SD= 0.81) are positive while job satisfaction (Mean= 3.51, SD= 0.81) and turnover intentions (Mean= 2.66, SD= 0.01) have negative kurtosis values. The highest kurtosis for job commitment is 0.84 and the lowest kurtosis for organizational culture is 0.10. Hair et al., (2010) suggest that the variables are normally distributed when the skewness and kurtosis coefficients lie between ±3.5.

Convergent Validity

The convergent validity results are provided in Table 2.

Table 2. *Convergent Validity*

	Mean	Std. Deviation	Cronbach's Alpha	AVE
Employee Commitment	3.46	.79	0.839	0.608
Job Satisfaction	3.51	.81	0.824	0.650

Organizational Culture	3.54	.81	0.835	0.601
Turnover Intentions	2.66	.00	0.863	0.604

The results show that Cronbach Alpha values ranged between 0.824 to 0.863, and the average variance extracted values also ranged between 0.72 to 0.81. Thus, it is inferred that the indicator variables of each construct converge (Hair et al., 2012).

Discriminant Validity

We examined the uniqueness and distinctness of the constructs through discriminant analysis. The results in Table 3 suggests that the constructs are unique and distinct.

Table 3. *Discriminant Validity*

	EC	JS	OC	TI
Employee Commitment	0.780			
Job Satisfaction	0.718	0.806		
Organizational Culture	0.719	0.739	0.775	
Turnover Intention	0.717	0.776	0.651	0.777

Empirical Results

The study applied structural equation modeling by using the Smart PLS software to test the hypotheses. The statistical results are summarized in Table 4. Also, the measurement model is depicted in Figure 2 and the structural model in Figure 3.

Table 4. *Path Coefficients*

	Beta Values	T Stat.	P Values	Results
Direct Relationships				
Organizational Culture -> Employee Commit(H1)	0.260	3.459	0	Support
Org. Culture -> Job Sat. (H2)	0.730	23.259	0	Support
Org. Culture -> Turnover Int. (H3)	0.127	2.911	.002	Not support
Employee Commitment -> Turnover Int. (H4)	0.210	3.779	0	Not support
Job Sat. -> Employee Commit. (H5)	0.628	9.421	0	Support
Job Sat. -> Turnover Int. (H6)	0.511	7.916	0	Not Support
Indirect Relationships				
Org. Culture -> Job Sat. -> Emp. Commit. (H7)	0.458	8.516	0	Support
Job Sat. -> Emp. Commit. -> Turnover Int. (H8)	0.132	3.544	0	Support
Org. Culture -> Emp. Commit. -> Turnover Int. (H9)	0.055	2.528	.005	Support
Org. Culture -> Job Sat. -> Turnover Int.(H10)	0.373	6.508	0	Support

Our results support only three direct hypotheses (i.e., H1, H2 and H5). However, all indirect hypotheses were supported by the results.
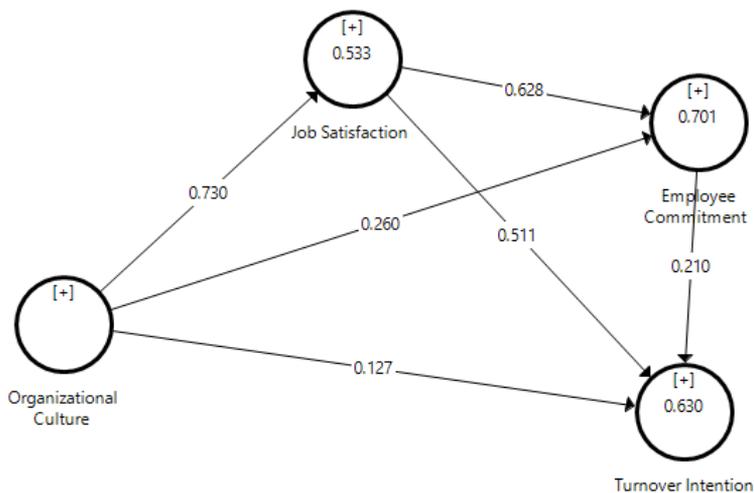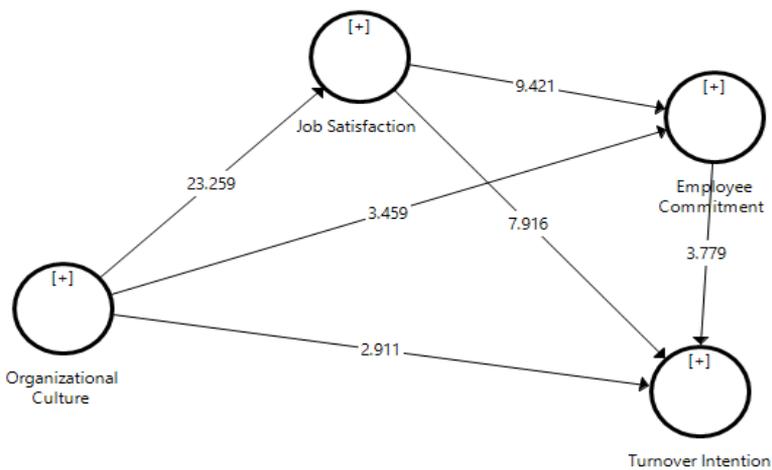
Figure 2: Measurement Model

Figure 3: Structural Model

Discussion and Conclusion

Discussion

Our results suggest that organizational culture and employee commitment have a positive association. Many past studies have documented that a conducive organizational culture positively influences employee attitude towards work that enhances their motivation and job commitment (Bailey, Albassami, & Al-Meshal, 2016; Hanaysha, 2016). It has also been argued that alignment between employees and organizational norms/values positively effects attachment towards the organization and work commitment. The results suggest the nurses were happy with the culture of the organization due to which they were satisfied with their jobs. Many studies suggest that investment in social capital will help develop a competitive advantage over rival firms (Joo & Bennett

2018). Moreover, this investment will also stimulate organizational commitment, job performance, and organizational citizenship behavior in employees (Kawiana et al., 2018). Sam, Sandal & Adam (2018) argue that an essential aspect of a culture is a "culture of power." The manner this power an organization used has a significant effect on organization related outcomes.

The results suggest that the nurses have no complaints about the hospital environment; therefore, their turnover intentions are low. The cost of employee turnover for an organization is high, especially when the employee is highly skilled, committed, and diligent. High employee turnover also adversely affects employee morale and social capital (Joo & Bennett, 2018). Moreover, nurses appear to be highly committed toward their jobs to stay with the hospital. Past studies have found inconsistent results on the association between organizational culture (Joo, 2010) and turnover intentions (Aldhuwaihi, Shee, & Stanton, 2012). Many past studies have documented that most employees in the health care sector are not satisfied with their organizational cultures. Thus the researchers have suggested that health sectors must focus on improving both the tangible and intangible aspects of the organizations. These measures will enhance job-related performance and promote a sustainable relationship between employees and employers (Batura, Skordis-Worrall, Thapa, Basnyat, & Morrison, 2016)

The results suggest that nurses are satisfied with the job due to which their commitment level is high. Many studies have indicated that organizations should enrich job-related assignments as they will negatively affect turnover intentions. Thus, organizations must improve both tangible and intangible aspects of job satisfaction for developing a sustainable relationship with employees. The result suggests that the nurses of the surveyed hospital are satisfied with their jobs, but still, they have high turnover intentions. Perhaps, other factors such as the environment of the hospital might have contributed towards high turnover intentions. Similarly, several studies have suggested that firms must focus on job enrichment and other cultural factors to develop a sustainable relationship with employees (Lee & Chelladurai, 2018).

Our results suggest that organizational culture through job satisfaction affects turnover intentions. Thus, as discussed earlier, only improving corporate culture may not reduce turnover intentions. Organizations should align their values with employees' benefits for developing and maintaining a sustainable relationship (Russ & McNeilly, 1995; Tongchaiprasit & Ariyabuddhiphongs, 2016). The empirical results suggest that employee commitment mediates job satisfaction and turnover intentions. This finding is inconsistent with the study undertaken by Mathieu & Babiak (2016).

Conclusion

We have proposed six direct hypotheses, of which three were accepted, and the other three were rejected. Moreover, we have four indirect hypotheses, and our results support all of them. Our results show organizational culture influences employee commitment and job satisfaction (H1 & H2). And job satisfaction influences commitment (H5). But contrary to earlier studies, our result found a positive association between (a) organizational culture and turnover intention (H3) (b) commitment and turnover intention (H4), and c) job satisfaction and turnover intention (H6). The literature suggests that organizational culture and commitment are negatively associated with turnover intention. Perhaps we have contrary results on turnover intentions because, in developing countries like Pakistan, job opportunities are comparatively lesser. Our result also suggests that job satisfaction mediates employee commitment and turnover intention (H7 & H10). And job satisfaction and organizational culture through(employee commitment) effect turnover intention (H8 & H9).

Implications

Our results suggest that organizational culture positively influences job satisfaction and employee commitment. Thus, we recommend that hospitals must focus on improving their organizational culture. The hospital should not only focus on the physical aspects of the environment but also examine whether the cultural values are aligned with the values of employees or not. The surprising results in the study were the positive association of organizational culture, commitment, and job satisfaction on turnover intention. Thus the hospitals need to examine the job description of the nurses. The nurses generally have long working hours, and they have to deal with the irrational behavior of the patients and relatives. These aspects lead to emotional stress and depletion of resources (time and energy). Thus the hospital management must create an environment in which nurses must be encouraged to give feedback on the cultural aspects of the hospital. This feedback culture will serve two purposes. One, the management may find the reasons for low job commitment and high turnover intention. Two, an environment that allows and encourages interaction indirectly helps in reducing job induced stress.

Limitations and Future Research

This study has focused on hospitals in Karachi. Future studies could be extended to other sectors and cities in Pakistan.

The study, contrary to earlier research, found a positive association between job satisfaction, employee commitment, organizational culture, and turnover intentions. These findings need to be further investigated in the banking and non-banking sectors(i.e., SMEs and large scale industries, including chemicals, automobiles, textiles, cement, and IT) of the economy. The moderating role of leadership styles and employee behaviors can be examined in future studies. The study was quantitative, and the data were cross-sectional. Other studies may extend the conceptual model by adopting a mixed methodology in a longitudinal setting. Demographic factors such as age, gender, education have a different perception of the related organizational outcomes, which this study did not consider. Future studies may incorporate the same. The developed conceptual framework can also be used in comparative studies (in terms of sectors). The comparative studies will bring further insight into the examined phenomenon

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Annexure 1

Sample Frame

Administered by Federal Government[edit]	Samples
· PNS Rahat (20 samples)	50
· PNS Shifa (20 Samples)	50
· PAF Hospital, PAF Base Faisal (20 Samples)	50
Administered by Sindh Government[edit]	
· Jinnah Postgraduate Medical Centre (JPMC) (40 samples)	50
· National Institute of Cardiovascular Diseases (NICVD) (40samples)	50
· National Institute of Child Health (NICH) (20 samples)	25
· Sindh Institute of Urology and Transplantation (SIUT) (20 samples)	25
· Civil Hospital (40 Samples)	50
· Services Hospital (20 samples)	20
· Karachi Institute of Radiotherapy and Nuclear Medicine (20 samples	10
· Sindh Institute of Skin Diseases (10 samples)	10
· Kulsoom Bai Valika Social Security Hospital (10 samples	10
Total	400