

The Relationship Between Organizational Culture and Turnover Intention: A Literature Review Study

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Abstract

In the post-pandemic era, companies face unprecedented challenges, especially in employee retention. Employees are the company's core assets; therefore, their self-belongingness and loyalty are crucial for the company's performance and survival. Employee turnover will not only lead to talent loss but also increase the cost of recruiting and training new employees while negatively impacting team morale and productivity. In this context, Organizational culture becomes a critical factor in shaping employee behaviour and attitudes, profoundly affecting employee retention and turnover intentions. This study explores the relationship between Organizational culture and employee turnover intention, as well as the mediating role of job satisfaction in this relationship. The study found that Organizational culture directly influences employee attitudes and behaviours. Positive Organizational culture enhances job satisfaction and reduces employees' intention to leave. Job satisfaction mediates the impact of Organizational culture on turnover intention. Organizational culture has a profound influence on employee turnover intention. Therefore, by cultivating a positive Organizational culture and effectively enhancing employees' level of job satisfaction, organizations can effectively reduce employee attrition rates and gain a competitive advantage in this highly competitive post-pandemic era.

Keywords: Organizational Culture, Turnover Intention, Job Satisfaction, Retention, Post-Pandemic.

Research Background

Employees are the central resources of an organization. They work hard to help increase sales and profits for the company. Employee turnover is a severe issue for many organizations

worldwide. Studying employee turnover intention has long been a significant concern in Organizational Management (A. Belete, 2018). In today's fierce global competition, attrition has become a significant problem faced by organizations (Betsy Seah et al., 2022). It has recently been discovered that attrition is a persistent problem for organizations (Jeongdo Park et al., 2020). This will affect the Organizational performance and profitability.

On the other hand, employee turnover will increase the chances of losing valuable employees (Alireza Mirzaei et al., 2021). Therefore, retaining valuable and skillful employees is crucial for employers as they are seen as essential talent for Organizational business performance and success (Bora Yildiz et al., 2021). Thus, employee turnover remains an important issue when managing an organization.

The costs associated with turnover include recruitment expenses in finding replacements, loss of labour between individual resignations and finding replacements, productivity losses during the departure period of employees, and reduced productivity while new employees learn their jobs (Jiyeon Lee, 2021). However, high levels of unemployment create difficulty for people to find suitable jobs, which not only reduces individual and Organizational productivity but also harms national economic development (Low et al. et al., 2019). Therefore, employee turnover is an important concern for governments and organizations.

Organizational culture is formed by shared values and beliefs within an organization, which influences the thoughts and behaviours of its members. It is an important environmental factor that affects employee motivation (João Pedrosa et al., 2021). During the onboarding stage, employees are influenced by the ideal Organizational culture as they engage in supportive interactions with members, understand Organizational goals, and acquire necessary job knowledge and skills. This internalises the organization's values and beliefs, leading to a process of Organizational socialisation where they become part of the organization (Kim, E.G., 2020). Once employees have been well-cultivated in the Organizational culture, they will be able to establish good relationships with their supervisors, identify with their work values, and develop a commitment to the organization (Sadaaki Fukui et al., 2019), they will experience high satisfaction levels and exhibit problem-solving performance. On the contrary, employees who do not fully embrace the Organizational culture or perceive significant gaps between expectations and reality may face adverse outcomes such as professional conflicts, decreased productivity, complicated interpersonal relationships, or even resignation (Jeong et al. et al., 2020). Therefore, establishing a positive Organizational culture can maximise employee's potential while achieving efficient work processes and effective human resource management to promote sustained development in the organizations (Juan Meng et al., 2019).

The COVID-19 pandemic has become a key accelerator for workplace and Organizational development worldwide. The rapidly changing environment, the need to respond quickly to frequent changes, and rapid technological advancements have made Organizational culture indispensable in the post-COVID era. This article focuses on the impact of Organizational culture and collects, analyses, and summarises existing research on factors influencing employee turnover intention from an Organizational culture perspective. To fill the gaps in existing research and provide targeted directions for future studies, we hope to gain a deeper understanding of the role of organizational culture in employee turnover through exploring this new perspective. By doing so, we aim to offer more specific and practical management recommendations for organizations, as well as contribute to a deeper understanding of the relationship between employee turnover and organizational culture in academia. This will

help formulate more effective retention strategies, enhance employee loyalty, and ultimately promote long-term stability and sustainable development within organizations. A systematic literature review approach is used to identify gaps and potential mechanisms, and future research agendas are proposed. Based on these fundamental principles, this study addresses the following research questions:

Main Research Question: Does Organizational culture have a significant negative relationship with employee turnover intention?

Does job satisfaction mediate the relationship between Organizational culture and turnover intention?

Research Methodology

To address specific research questions, this paper adopts the systematic literature review (SLR) method. The SLR emphasises a rigorous and transparent scientific process to ensure that other researchers can replicate the results. In recent years, SLR has gained increasing attention and recognition among scholars in business and management (McGuire, 2021; Dangelico & Vocalelli, 2017). Following the SLR process recommended by Tranfield et al. (2003), we retrieved and collected relevant secondary data from databases such as Scopus, Web of Science, and Google Scholar, consistent with previous research methods.

The results of the literature review closely related to our research topic have been summarised in a grid diagram presented below. This grid diagram aims to showcase and integrate key findings from previous studies, providing readers with a clear overview of the research.

Item	Publication Year	Author	Title
1	2004	Egan, Toby Marshall et al.	The effects of Organizational learning culture and job satisfaction on motivation to transfer learning and turnover intention
2	2005	Kim, Soojin et al.	Determinants of employee turnover intention: The dynamics of organization-employee relationship, Organizational justice, supervisory justice, Organizational culture and turnover intention
3	2012	Ramesh Kumar	A Study on Turnover Intention in Fast Food Industry: Employees ' Fit to the Organizational Culture and the Important of their Commitment
4	2012	Medina, Elizabeth	Job Satisfaction and Employee Turnover Intention: What Does Organizational Culture Have To Do With It?
5	2015	Selvarani, A. et al.	Turnover Intention: The Influence of Organizational Knowledge Sharing Culture, Job Attitude and OCB in LGO Soft Tech., Bangalore
6	2015	Liang-zhe, Luo	The Relationship between Organizational Culture and Turnover Intention of Commercial Bank Staff
7	2015	Phetkaew, Chutikan	Influence of leadership behavior, Organizational culture and Organizational commitment on employee turnover intention
8	2015	Giffen, Ryan	Organizational culture and personality type: relationship with person-organization fit and turnover intention
9	2017	Kim, Soojin et al.	Determinants of employee turnover intention: Understanding the roles of Organizational justice, supervisory justice, authoritarian Organizational culture and organization-employee relationship quality
10	2017	Radwan, Farag Mohamed A. et al.	The Influence of Organizational Culture on Job Satisfaction and Turnover Intention in Oil Companies in Libya
11	2017	M. Raza et al.	Impact of Distributive Justice on Trust in Leader and Employee Turnover Intention: Moderating Role of Islamic Work Ethics and Organizational Culture
12	2018	Mbah, Paulinus Chigozie et al.	An Exploration of the Relationship between Organizational Culture and Turnover Intentions of Selected Small and Medium Enterprises (SMEs) in South-East

13	2018	Morris-Sweeney, Karen	An Examination of the Impact of Organizational Culture and Employee Engagement on Job Satisfaction and Turnover Intention in a Nonprofit Organization
14	2018	Eboyie, Francis	Effect of Organizational culture on employee turnover intention
15	2018	AL-Khrabsheh, Abdullah et al.	Effect of Organizational Factors on Employee Turnover Intention: An Empirical Study of Academic Professionals at Jordanian Government Universities
16	2019	Edi Sugiono et al.	Analysis of Job Insecurity, Job Satisfaction and Organizational Culture on Turnover Intention Mediated by Organizational Commitments in P.T. Seraphim Life Center, Jakarta
17	2019	Husainah, Nazifah et al.	The Influence of Organization Culture and Career Development Towards The Turnover Intention on The Foodhallof DKI Jakarta Province
18	2019	Parray, Zahoor Ahmad et al.	Turnover Intention's Relationship to Organizational Culture and Job Satisfaction in the Health Care Industry
19	2019	Dóra, Klajkó et al.	The Effect of Organizational Culture on Employee Well-Being: Work-Related Stress, Employee Identification, Turnover Intention
20	2020	Jahya, Arnida et al.	Turnover Intention among Gen-Y: The Role of Training and Development, Compensation and Organizational Culture
21	2020	De Leon, Myra V.	Impact of managerial communication, managerial support, and Organizational culture difference on turnover intention: A tale of two merged banks
22	2020	Ardiansyah, Ardiansyah et al.	The Influence of Organizational Culture and Compensation toward Organizational Citizenship Behavior and Its Implications on Turnover Intention of the Internal Employees of Matahari Department Store
23	2021	Feni Dwi Susanti et al.	The Effect of Compensation, Organizational Culture and Work Motivation on Turnover Intention:
24	2021	Edi Sugiono et al.	The Effect of Job Insecurity, Job Satisfaction and Organizational Commitment on Employee Turnover Intention Mediated by Organizational Culture: Study on The Airline Transportation Services in Indonesia

25	2021	Nur Setyaningsih et al.	The Influence of Organizational Culture and Employee Engagement on Turnover Intention With Job Satisfaction as Mediating Role
26	2022	S. Maryati et al.	Do Organizational Culture and Human Resources Management Practices Decrease Turnover Intention in Microfinance Company?
27	2022	Happy Martha et al.	Organizational Culture & Work Motivation: Effect on Job Satisfaction and Turnover Intention in Hospital Industry
28	2022	Ahmed Jawhar Mohammad et al.	The mediation role of Organizational culture between employee turnover intention and job satisfaction
29	2022	D. Faeq et al.	Organizational culture as a mediator between Employee Dissatisfaction and Turnover Intention
30	2023	M. N.A.	The Influence of Organizational Culture, Work-Life Balance, and Employee Engagement on the Employee Turnover Intention of China National Oil Offshore Company South
31	2023	Annisa Maharani et al.	The Influence of Career Opportunities, Organizational Culture, and Work Environment on Turnover Intention at P.T. Medan Railink
32	2023	M. Dawson et al.	Hospitality Organizational culture: Impact on employee's job satisfaction, Organizational citizenship behaviors, service recovery performance, and intention to leave
33	2023	Teti Rohayati et al.	Impact of Job Satisfaction, Positive Organizational Culture and Meaningful Work on Turnover Intention in Gen Z

Research Content

Research on Organizational Culture

Organizational scholars believe that by assessing employees' embodiment of Organizational culture, we can observe characteristics such as dedication, proactivity, communication efficiency, and responsiveness. This culture gives the organization and its employees a unique sense of identity and serves as the foundation for Organizational stability (Sri Maryati et al., 2022). Many researchers view Organizational culture as a social adhesive that tightly connects individuals with institutions, providing employees with a sense of belonging and loyalty (Marinakou & Giousmpasoglou, 2019). Schein (1990) proposed the viewpoint that "culture shapes everything within an organization." According to Organizational scholars' perspectives, by evaluating how employees embody Organizational culture, we can observe characteristics such as dedication, proactivity, communication efficiency, and responsiveness. This culture bestows a unique sense of identity upon both the

organization and its employees while serving as the basis for its stable development (Lok & Crawford, 2004).

The key works that are of significant importance in the field of Organizational culture research comprehensively demonstrate its evolutionary path. One influential paper in this field is "Organizational Culture and Leadership", published by Schein in 1985. The author qualitatively explores the connotations, categories, dynamics, and functions of Organizational culture. He divides the connotation of Organizational culture into three levels: symbolic artefacts, espoused values, and basic assumptions. He expands the classification of Organizational culture to include macro-culture, subcultures, microcultures, etc. and believes that leadership is a driving force for promoting the development of Organizational culture. Organizational culture is an essential means to integrate internal processes and adapt to external environments (Schein, 1985). Building on Schein's work, Hofstede, House, and others have pioneered multidimensional measurement methods for studying Organizational culture (Hofstede et al., 1990; House et al., 2006). Hatch and Weick further develop thoughts on how organizations operate and systematically explore their theoretical mechanisms (Hatch, 1993; Weick, 1995). Chatman et al. innovatively propose theories about subcultures and team cultures based on Schein's work (Chatman et al., 1998). Klaus Weber discusses research methods for studying Organizational culture by systematically exploring cross-level approaches and linguistic tools (Klaus Weber, 2011).

The study of Organizational cultural orientations includes several aspects. Different Organizational cultural orientations refer to the behavioral tendency's organizations exhibit under the influence of cultural values (Kimberly D. Elsbach et al., 2018). There is no fixed way to classify Organizational cultural orientations. Due to differences in Organizational structure and environmental factors, researchers have divided Organizational culture into several orientations to understand their role in enterprises better. O'Reilly III et al. (1991) analyzed Organizational culture from seven perspectives: team-oriented, innovation-oriented, employee respect, proactiveness, attention to detail, stability, and results orientation. Hofstede et al. (1990) analyzed Organizational culture from six dimensions: employee-oriented/job-oriented, process-oriented/results-oriented, loose control/strict control, openness/closedness, parochialism/professionalism and standardization/effectiveness. Xu Zhejiang et al. (2006) classified Organizational culture into two types based on external adaptability: innovative and result-driven. Wang Chenggang and Shi Chunsheng (2018) divided organization culture into three aspects: innovative values, incentive mechanisms, and behavior. Cao Peng and Xing Mingling (2020), based on Hofstede's dimensions of organization culture construction, analyzed characteristics such as internal-external focus degree, flexibility/control power, supportive culture, innovative culture, and bureaucratic culture. Suellen J. Hogan et al. (2014) referred to Schein's research and studied Organizational cultures from three angles: value-norms, cultural artefacts, and behaviors. Ma Ling et al. (2020), from different perspectives, distinguished internal integration-type organization cultures from external adaptation-type ones at the level of corporate cultures. The five aspects include interpersonal harmony, employee development, customer orientation, courage for innovation, and social responsibility. Derek S. Chapman. et al. (2018) developed a comprehensive measurement method for Organizational culture using a lexical approach and identified nine Organizational cultural orientations through screening and factor analysis: innovativeness, dominance, speed of change, friendliness, reputation, fashion sense, corporate social responsibility, and tradition with diversity.

According to the literature review mentioned above, this study believes that Organizational culture refers to the concepts that connect members of an organization, such as beliefs, symbols, consciousness, and values (Glaser et al., 1987). Organizational culture is a force that can change members and strongly influence their behaviour, attitudes, and performance (Courtney Cronley et al., 2017). It also affects employees' health-related quality of life, emotional fatigue, emotional labour, job satisfaction, Organizational commitment, work stress empowerment and turnover intention (Desy Purwanti et al., 2022). Furthermore, Organizational culture changes over time; therefore, it is crucial to understand the current culture to determine effective promotion methods accurately.

Research on the Intention to Leave

The factors influencing employees' willingness to leave can be viewed from both individual and Organizational perspectives. In terms of individual factors, demographic variables such as gender, age, marital status (Stamolampros et al., 2019), as well as personality traits related to self-efficacy and abilities, may have an impact on the intention to leave (Jeswani & Dave, 2012). For example, Lu and Gursoy (2016) found that the influence of job burnout and job satisfaction on turnover intention varies across generations. Generational differences between Baby Boomers and Millennials significantly moderate the relationship between emotional exhaustion, job satisfaction, and turnover intention.

Organizational factors that affect turnover intention are more diverse and can generally be categorised into three types: Firstly, Organizational factors such as the development status of the workplace unit, corporate culture, Organizational reputation, and work atmosphere (Salman Habib et al., 2014). The second category is management practices adopted by organizations. Choi Sang Long et al. (2012) systematically constructed a model for human resource management practices that influence employee turnover intentions. This model identifies training programs, performance management systems, career development opportunities, interpersonal relationships, and welfare benefits as key strategies currently considered in academic research or practice to reduce employee attrition rates. The third category is individuals' attitudes towards the organization, including Organizational commitment, perception of fairness, work stress, and job satisfaction (Lee et al. et al., 2020). The higher employees' level of engagement with their organization, the higher their Organizational commitment. They feel more recognised for their work value, and they also have better interpersonal relationships and job satisfaction, resulting in lower intentions to leave.

Yücel (2012) pointed out that factors leading to intentional resignation, but not yet actual resignation include employee dissatisfaction, absenteeism, and poor performance. In addition, during the process before actual resignation, the behavioural tendency or focus is referred to as turnover intention (Cem et al. et al., 2020). Tett and Meyer (1993) defined turnover intention as "a conscious and deliberate desire to leave an organization" and "the final stage in the withdrawal cognition sequence, in which a person contemplates how to leave the organization and actively seeks other external job opportunities." The main reasons for losing employees are job dissatisfaction; they perceive unfair compensation and limited growth and promotion opportunities (Great et al., 2023).

Based on previous analysis, it can be concluded that employee turnover intention can be treated as a dependent variable, influenced by independent variables related to employees and the company, as well as contextual factors that change over time. Li Huiwen (2022) suggests that employees' willingness to leave the organization increases when they receive

more internal or external incentives. This holds in respective industries. Previous studies have shown that high employee turnover may negatively impact Organizational performance. It could lower employees' expectations of the company, affecting subsequent recruitment efforts and reducing the quality of human resources, thus negatively impacting business operations.

Factors influencing employee turnover intention include personal factors such as age, clinical expertise, education level, marital status, economic situation, and bullying, as well as Organizational factors such as burnout feelings, emotional labour, job involvement, Organizational culture, environmental pressures, satisfaction with work, and internal marketing (M.Yu & Lee, 2018). Previous research has systematically examined the relationship between environment and Organizational culture with employee attrition (AbuAlRub & Nasrallah, 2017). Improving working conditions and Organizational culture can effectively manage stress and bullying while enhancing work-life quality (Zhang et al., 2018). However, clinical trial activities are still in their early stages, hence it is necessary to propose interrelationships among essential factors that may influence turnover intentions (Kim & Ryu 2015).

Research on the Relationship between Organizational Culture and Employee Turnover Intention

A study conducted by Yazan Alzubi (2018) suggests that Organizational culture has a positive impact on employee retention. Organizational culture refers to the concept that connects members of an organization, such as beliefs, symbols, consciousness, and values (Glaser et al., 1987). Organizational culture is a force that can change members and strongly influence their behaviour, attitudes, and performance (Nabella et al., 2022). It also affects employees' health-related quality of life, emotional exhaustion, emotional labour, job satisfaction, Organizational commitment, work stress, empowerment, and intention to leave (Eunsook Lee et al., 2019). A strong Organizational culture and satisfied employees are crucial in reducing turnover intention. What is more important now is ensuring that employees who contribute to profit growth in the long term feel satisfied at the Organizational level and need to put in hard work in their jobs for mutual benefits (Vizano et al., 2020).

Organizational culture is a collection of behavioural norms/values/moral standards that integrate all members during long-term development. After entering the organization, employees must go through a process of coordinating personal values/abilities with Organizational culture. The higher the consistency between them, the lower the employee's intention to leave (Chung-Hee Woo et al., 2018). Based on the above discussions and statements, it can be inferred from empirical evidence that Organizational culture has a direct impact on employee turnover intention.

The role of job satisfaction in Organizational culture and employee turnover intention

According to the research conducted by Girma Taye Niguse (2018), through an empirical study on the resignation intention of permanent employees in five branch organizations of OFWE in the Oromia region, it was found that Organizational culture influences employee attitudes and subsequently affects their contribution to the organization. When employees are satisfied with the Organizational culture of the company, it increases their job satisfaction and may reduce their willingness to resign.

Limitation

This review has several limitations. Firstly, despite our thorough exploration of major relevant databases and the combination of manual searches and literature citation tracking, we cannot guarantee the inclusion of all relevant studies. Future meta-analyses are expected to provide a more comprehensive perspective on this topic and deepen our understanding of the significance of relationships between relevant variables. Considering the quality of the literature and operability of the review, we primarily selected peer-reviewed journal articles, thus overlooking potential contributions from conference papers, book chapters, and grey literature. Additionally, we focused on research on the relationship between Organizational culture and employee turnover intention, potentially missing other closely related literature on this topic.

Nevertheless, this review aims to fill gaps in previous research on the relationship between Organizational culture and employee turnover intention by providing an evidence-based, comprehensive perspective. We have systematically summarized, analyzed, and evaluated relevant literature while identifying gaps and shortcomings in current evidence. Through a systematic literature review methodology, this review aims to provide a comprehensive overview for the academic community regarding the relationship between employee turnover and organizational culture. This review will summarize the achievements of existing research, explore areas that have not been sufficiently investigated, and propose directions for future studies. This endeavor will assist scholars in gaining a better understanding and deepening their research in this field, offering guidance for future studies. Through these contributions, we anticipate propelling research in the field of employee turnover towards more in-depth and practical directions, providing organizations with more targeted management strategies. This not only offers guidance for current practices but also indicates further research directions, thereby contributing to the advancement of the human resources field.

Additionally, our in-depth investigation into the role of organizational culture during the COVID-19 pandemic holds significant importance. The global health crisis has necessitated organizations to swiftly adapt to new working environments, with the influence of organizational culture potentially becoming more pronounced during this period. Through our study of organizational culture during times of crisis, we aim to contribute to the understanding of how organizations can maintain employee loyalty and work efficacy amidst upheavals. This follows the academic paper writing format and aims to provide a clear and concise translation of the provided text.

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