The mediation role of organizational culture between employee turnover intention and job satisfaction

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The mediation role of organizational culture between employee turnover intention and job satisfaction

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Abstract— The present research aimed to investigate the mediation role of employee turnover factors including (employee overworked, lack of feedback, lack of growth, lack of recognition, lack of reward) with job satisfaction. The current research attempted to measure five research hypotheses developed earlier in this study. For this reason, the study employed quantitative method to examine the mediation role. An online questionnaire was prepared by the researchers through developing and adapting survey from different sources. The study was able to gather 78 filled questionnaires. The findings showed that a Sobel test revealed that organizational culture strongly mediates the association between employee turnover factors (employee overworked, lack of feedback, lack of growth, lack of recognition, lack of reward) and job satisfaction in selected private businesses in Iraq's Kurdistan.

Keywords— Organizational culture, Employee turnover, Job satisfaction, Lack of recognition, Lack of rewards

I. INTRODUCTION

Increased interest in discovering ways to improve job satisfaction and employee retention has risen in recent years, owing to a enterprise shortage and an anticipated increase in demand for enterprise services, as well as the importance of employees' job satisfaction in the quality of patient care (Bosomtwe & Obeng, 2018). The culture of a health-care organization may be a powerful feature that impacts the work environment of firm workers and boosts the ability of enterprises to adapt to environmental change (Alzubi, 2018).

Previous research has showed that organizational culture can have an impact on employee job satisfaction and desire to leave the company. A study conducted by

Magnet Firms discovered that a corporate culture of excellence (including, for example, support for education, self-governance, and opportunities for specialized practice) appeared to be a significant determinant of employee job satisfaction and productivity, as well as job attraction and retention (Abate et al., 2018). Belete, (2018) found that the distinctive enterprise department culture had a direct impact on workers' job satisfaction and on job stress and attrition rates (Kurniawaty et al., 2019).

According to the findings of research, corporate culture has a considerable beneficial impact on work satisfaction (Aburumman et al., 2020). "The way things are done in an organization," as it is typically understood, is based on the concept of symbolic exchanges between persons in a social situation (Wang et al., 2020). Organizational culture is defined as the norms, values, and expectations of the work environment that are established by a group of people working together (Paais & Pattiruhu, 2020). Organizational culture is commonly measured as the behavioral expectations reported by members of the organization and incorporates both structure, such as size and levels of authority, and ideology, such as openness to change. These expectations influence the way employees approach their jobs and help to socialize new employees in the organization's strategic aims (Ofei-Dodoo et al., 2020).

It is possible to connect contemporary views of why individuals quit their places of employment back to the pioneering study of Zhang et al., (2019) and the interweaving concerns of desire and ability that they uncovered. When using the "ease of mobility" concept, work satisfaction is extremely important, and having more unpleasant job experiences leads to a stronger desire to quit the company (Alkhateri et al., 2018). To account for both involuntary and voluntary turnover, Vaamonde et al., (2018) developed the "push-pull" model, which argues that those with poor job performance may be "pushed" out of their positions (involuntary turnover), whereas those with excellent job performance may be "pulled" out of their positions (voluntary turnover) (voluntary turnover). When it comes to voluntary job turnover, a revised "unfolding" model integrates both logical and intuitive decision-making processes. According to this concept, five psychological processes might lead to an employee wishing to leave his or her work in the first place. There is a wide range of possibilities, ranging from unexpected events for which one may have a planned response, such as becoming pregnant, to unexpected events for which one does not have a planned response, such as a new boss, or an accumulation of accumulated discontent that leads to a deliberate search for alternatives. Scholarship consistently supports the association between work satisfaction and voluntary turnover across a wide range of professional contexts and nations, including the United States. Studies have also suggested that work satisfaction may be more impactful on turnover intentions than pay satisfaction in some cases.

Jobs that are perceived as accomplishing or assisting the fulfillment of one's employment ideals, result in "pleasurable emotional states" as a result of "job satisfaction". After being distilled by future researchers, job satisfaction is defined as the consequence of an employee's "affective orientation" toward his or her work and is based on the fit between the employee and his or her work environment. According to Idiegbeyan-Ose et al., (2018), it is a result of an employee's emotional reaction to his or her job. According to Alam & Asim, (2019), there is a parallel understanding of job satisfaction as one's attitude toward one's job and as one's attitude toward one's work environment (Albalawi et al., 2019). The dual definition of job satisfaction as affect and attitude, according to Weiss, is erroneous, and he defines job satisfaction as a positive or (negative) evaluative assessment one makes about one's work or work circumstances.

Conceptual framework
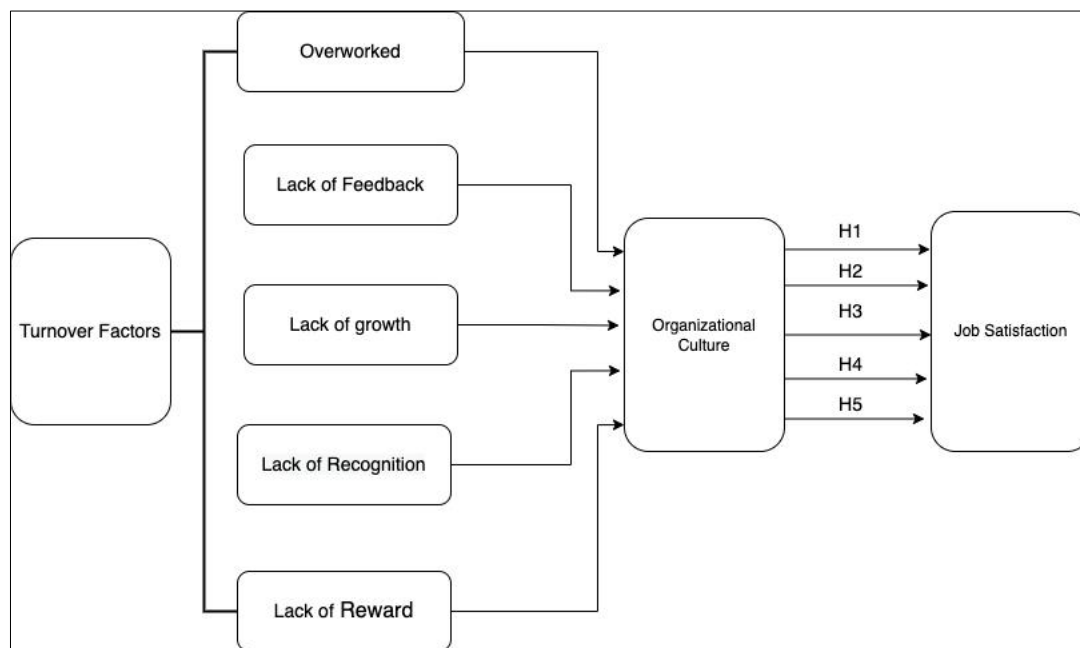
Research hypotheses

H1: Organizational culture mediates the relationship between employee overworked as turnover factor with job satisfaction.

H2: Organizational culture mediates the relationship between lack of feedback as turnover factor with job satisfaction.

H3: Organizational culture mediates the relationship between lack of growth as turnover factor with job satisfaction.

H4: Organizational culture mediates the relationship between lack of recognition as turnover factor with job satisfaction.

H5: Organizational culture mediates the relationship between lack of reward as turnover factor with job satisfaction.

II. LITERATURE REVIEW

Organizational culture

a key aspect that determines the behavior of an organization and its members is the organization's culture (Al-Ali et al., 2019). As a framework for diagnosing organizational culture, CVA provides a mechanism for managers and their companies to assess and construct trustworthy and valid measuring methods, which is why it is extensively utilized. To further understand how business culture affects enterprise, several researchers have suggested using the CVA (Fidyah & Setiawati, 2020). Consensual, developmental, hierarchical, and rational cultures are all examples of CVA's four cultural categories. Consensual culture, on the other hand, places a high priority on cooperation, involvement, and loyalty since it is concerned with the welfare of others. To work in an environment like this is to be part of a community where individuals are encouraged to be open and honest with one another, where leaders are seen as mentors and possibly even parents. Second, a rational society places a premium on getting things done and achieving goals. People are driven by a desire to succeed. Hard-driving bosses that expect a lot from their employees are the ones who run the show. The focus on gaining and expanding market share and penetration keeps the company together. Third, a dynamic, entrepreneurial, and creative work environment characterizes a developing culture. People are urged to take chances and to put an emphasis on creativity, personal initiative, and the freedom to pursue their own interests. Leaders are viewed as pioneers and risk-takers because of their innovative ideas. The company's ability to function depends on its willingness to take risks and try new things. Finally, a workplace with a hierarchical culture is one that is structured and institutionalized. People's actions are governed by rules and regulations.. Efficiencies are important to the leaders, therefore they do their best to plan and coordinate their teams. Employees are given a sense of purpose and direction by an organization's culture (Yukongdi & Shrestha, 2020)

since it creates the context in which the organization operates (Park & Pierce, 2020). Within an organization, there are 15 distinct elements that make up the culture. Several further studies have been done on the topic of corporate culture (Chan & Ao, 2019). This group of experts believed that the existence of an organization is largely dependent on the efficient leadership of the organization's managers. Because of the fundamental significance of organizational culture to the overall performance of the organization, Kucharska & Bedford, (2019) investigated the function of culture as a possible mediator. According to Usman, (2019), culture mediates the link between leadership and organizational commitment.

We're still learning more about the link between employee turnover and company culture. There is a correlation between all types of turnover but not just voluntary turnover (Syardiansah et al., 2020), while earlier research with U.S. employees in accounting firms found that positive organizational culture had a significant effect on voluntary turnover rates (Silaban & Syah, 2018). Organizational culture has varying implications on employee turnover depending on how it is defined. Workers at enterprise homes with high market values had higher turnover rates than those in enterprise homes with hierarchical management, as DiPietro et al., (2020) discovered. A study by Carvalho et al., (2018) indicated that Korean employees with a more conscientious culture were less likely to leave their jobs, whereas those with a more hierarchical culture were more likely to leave their jobs. Actual turnover rates may differ from intended turnover rates, which might lead to different outcomes. It's been shown that the culture of a business has a large, positive link with employee intentions to quit, rather than actual rates of employee turnover (Ali et al., 2018). Organizational culture, job satisfaction, and employee turnover are all linked in a mediating fashion, as Dwesini, (2019) showed experimentally. Organizational culture was found to be a major predictor of employee turnover, but the link was somewhat mediated by employee job satisfaction. Having a more effective workplace culture predicted better job satisfaction, which in turn predicted a reduced desire to leave the company (Feyerabend et al., 2018).

Employee turnover

Turnover intention was defined by Jehanzeb & Mohanty, (2018) as a purposeful and conscious wilfulness (i.e., a deliberate and aware decision to quit the organization). A follow-up study by Schmidt in 2018 found that toxic leadership had a substantial impact on employee outcomes such as turnover intentions. This result is in line with that of the Tepper research, which indicated that turnover is a result of harsh monitoring (Stater & Stater, 2019). Sunarsi, (2020) observed a correlation between employees' intention to leave their jobs and the presence of toxic leadership. Toxic leadership in the enterprise profession has been linked to higher absenteeism and turnover (Aranki et al., 2019).

Voluntary employee turnover has drawn the attention of numerous academics because to the potential cost and harm it may do to a business (Imran, 2018). It is described as "movements beyond the membership border of a social system that are initiated by the person" when it comes to voluntary employee turnover (Li et al., 2018). Voluntary employee turnover has been linked to a variety of factors, including job satisfaction, organizational commitment, job involvement, people-organizational fit, employee perceptions of support, and organizational justice (Kawiana et al., 2018). A number of studies have identified these factors as potential predictors of employee (Holston-Okae & Mushi, 2018). The "ultimate cognitive decision-making process of voluntary turnover" is referred to as "turnover intention" (Bosomtwe & Obeng, 2018). To put it another way, it's a mental state in which employees are contemplating leaving their current position, planning to look for another one, or already intending to do so (Alzubi, 2018). Numerous research on employee turnover have employed intention to leave as a dependent variable (Abate et al., 2018).

Predictors of employee turnover intention might contribute to corporate communication and public relations research by providing insights into how to manage employee communications with the business and the connection between employees and the organization. Organizational commitment and trust have been used to predict employee turnover intention in previous studies; this study wants to extend the measuring of the quality of the connection between an employer and an employee to include several aspects (i.e. trust, control mutuality, commitment and satisfaction).

The original work of Belete, (2018) and the intertwined themes of desire and capability are at the root of modern theories about why individuals leave their jobs. Jobs that aren't satisfying are more likely to lead to a wish to leave under this "ease of mobility" scenario (Kurniawaty et al., 2019). In his "push-pull" model, Aburumman et al., (2020) argued that employees with bad work performance may be "pushed" from their jobs (involuntary turnover), while employees with great job

performance may be "pulled" from their positions (voluntary turnover) (voluntary turnover). Unfolding models of voluntary job turnover (Wang et al., 2020) include rational and intuitive decision-making processes. In this concept, there are five psychological processes that might induce an employee to seek out a new job. Some examples of these include unanticipated situations, such as being pregnant, which may have a planned response, to unexpected events, such as having a new boss or a succession of accumulated dissatisfactions that lead to an intentional search for alternatives. Study after study has found a correlation between work satisfaction and voluntary turnover across a wide range of professional settings and nations (Paais & Pattiruhu, 2020). Even studies have shown that work happiness is more important than pay satisfaction in influencing turnover intentions (Ofei-Dodoo et al., 2020).

Job satisfaction

Job satisfaction is a broad concept that encompasses both overall sentiments about one's work and particular factors like as contentment with one's supervisor, compensation, career prospects, and morale (Zhang et al., 2019). This includes not only an individual's feelings toward and satisfaction with current job activities, accomplishments, and responsibilities but also the degree to which an individual's satisfaction with all aspects associated with the current job, even if they are not directly related to job content (Alkhateri et al., 2018). Several studies have suggested that employee happiness at work is a significant predictor of both employee turnover and the likelihood of employee departure.

A person's unique circumstances, such as their needs, values, and expectations, influence their views and evaluations of their work, which in turn affects their level of job satisfaction. For example, (Vaamonde et al., 2018) Toxic leadership has been linked to lower levels of work satisfaction. There is a statistically unfavorable association between toxic leadership and work satisfaction on both the individual and group levels. Job satisfaction is negatively impacted by toxic, destructive, and dysfunctional leadership behavior. Employee motivation, effectiveness, retention, and performance are all influenced by job satisfaction. Job satisfaction improves as a result of increased productivity. Alternatively, the social exchange hypothesis suggested that social behavior is the outcome of an exchange process that aims to maximize benefits while decreasing costs. It stands to reason those higher levels of job satisfaction and higher levels of motivation, as well as

lower rates of employee turnover and burnout will occur if workers are more content with their working conditions and the leadership they are under.

In the words of Idiegbeyan-Ose et al., (2018), "work satisfaction is the enjoyable emotional state coming from the evaluation of one's employment as accomplishing or aiding the attainment of one's job values" (Alam & Asim, 2019). According to later experts, job satisfaction emerges from an employee's "affective orientation" toward his or her work and is founded on the fit between the individual and his or her workplace (Albalawi et al., 2019). How an employee responds to their work is a factor in this, according to Al-Ali et al., (2019). According to Fidyah & Setiawati, (2020), job satisfaction may be defined as one's attitude toward their employment (Yukongdi & Shrestha, 2020). In Weiss's view, the dual definition of job satisfaction as affect and attitude is erroneous, and he defines it as "'a positive or (negative) evaluative assessment one makes about one's work or work circumstances. According to his recommendations, future studies on job satisfaction should examine "evaluative judgements about occupations, emotional experiences at work, and beliefs about employment" (Park & Pierce, 2020).

Organizational culture, job satisfaction, and turnover intention

On the basis of earlier studies on the elements that influence job satisfaction and turnover intention, a conceptual model has been developed that includes culture, job satisfaction and turnover intention. Employee turnover and work satisfaction are closely linked, according to Chan & Ao, (2019), who conducted a review of the literature. They found that both the causes and effects of employee dissatisfaction should be investigated (e.g. turnover intention). Although some studies have focused on the external factors that contribute to job satisfaction, others have focused on the endogenous factors that contribute to job satisfaction. The development of comprehensive models for complicated human behavior that take into consideration both direct and indirect consequences is also important. According to Usman, (2019), previous studies have proposed a multidimensional linear process of enterprise turnover that incorporates determinants (such as job-related factors and the workplace environment), intervening attitudes (such as employee satisfaction and organizational commitment), behavioral intentions (such as the desire to remain or leave), and correlations (e.g., personal characteristics). Determinants, on the other hand, are frequently hypothesized to influence attitudes directly and

indirectly via attitudinal states. This study hypothesizes that the determinant (i.e. organizational culture) has direct impacts on the intermediate result (i.e. work satisfaction) and the final outcome (i.e. job satisfaction) (i.e. turnover intention). Intermediate outcomes like work satisfaction have a direct influence on outcomes like turnover intention and mitigate the effects of determinant outcomes like job satisfaction like job satisfaction (i.e. culture). According to research, work satisfaction affects employee turnover intentions through the influence of organizational qualities (such as group cohesiveness, interpersonal interactions, role overload, autonomy, and leadership style, for example) (Kucharska & Bedford, 2019). It has also been established that work satisfaction is an important predictor of desire to stay (Syardiansah et al., 2020). In addition to actual evidence, this study also hypothesizes that different forms of culture have distinct effects on work satisfaction and turnover intention. More positive cultures (such as the consensual culture) have been shown in several studies to boost employee satisfaction and, as a result, lessen the likelihood of a staff member leaving the company. It shows that employee work satisfaction is increasing in organizations where the culture promotes autonomy in clinical practice, participation in decision making and ongoing learning, as well as supportive connections with their colleagues,

physicians, and management. Koo et al., (2020) Additionally, a company's human relations culture—which promotes cooperation, trust, morale, and leadership—was found to be positively associated with employee job satisfaction by Silaban & Syah, (2018). In addition, there is a statistically significant link between the intention to leave and the culture of human connections. For neonatal unit personnel (DiPietro et al., 2020) found that a shift toward a culture of mutual respect, new team relationships, and leadership development for staff managers was effective in raising job satisfaction and decreasing staff turnover (Carvalho et al., 2018).

III. RESEARCH METHODOLOGY

The present research aimed to investigate the mediation role of employee turnover factors including (employee overworked, lack of feedback, lack of growth, lack of recognition, lack of reward) with job satisfaction. The current research attempted to measure five research hypotheses developed earlier in this study. For this reason, the study employed quantitative method to examine the mediation role. An online questionnaire was prepared by the researchers through developing and adapting survey from different sources. The study was able to gather 78 filled questionnaires.

IV. DATA ANALYSIS AND RESULTS

Table 1: Gender

No	Items		Frequency	Percent
1	Gender	Male	56	72
		Female	22	28
2	Age	18-28	11	14
		29-38	22	28
		39-48	23	29
		49-58	19	24
		59 +	3	2

The current study measured demographic information for the participants, the results showed that 56 male participants had participated and 22 female participants had participated in the current research. Moreover, regarding to the participants' age, 11 participants had

18 years old to 28 years old, 22 participants had 29-38 years old, 23 participants had 39-48 years old, 19 participants had 49-58 years old and only three participants had 59 and over years old.

Table 2: Reliability Analysis

No	Factors	No. of questions	Cronbach Alpha
1	Employee Overworked	6	.749
2	Lack of Feedback	7	.719
3	Lack of Growth	6	.734
4	Lack of Recognition	6	.766
5	Lack of Reward	5	.791
6	Job satisfaction	7	.754

In order to find the reliability for each questions used to measure every factor in this study, the researchers used reliability analysis. The results showed that the value of employee overworked was .749 for six questions, the value of lack of feedback was .719 for seven questions, the value of lack of growth was .734 for six questions, the value of lack of reward was .791 for five questions and lastly the value of job satisfaction was .754 for seven questions. The findings showed that all questions and factors are reliable to be used for the current research.

Table 3: Correlation Analysis

Correlations		Overworked	Lack of feedback	Lack of growth	Lack of recognition	Lack of reward
Overworked	Pearson Correlation	1				
	Sig. (2-tailed)	.000				
	N	78				
Lack of feedback	Pearson Correlation	.611**	1			
	Sig. (2-tailed)	.000				
	N	78	78			
Lack of growth	Pearson Correlation	.598**	.601**	1		
	Sig. (2-tailed)	.000	.000			
	N	78	78	78		
Lack of recognition	Pearson Correlation	.653**	.671**	.589**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	78	78	78	78	
Lack of reward	Pearson Correlation	.576**	.634**	.698**	.653**	1
	Sig. (2-tailed)	.000	.000	.000		
	N	78	78	78	78	
Job satisfaction	Pearson Correlation	.644**	.619**	.597**	.602**	.582**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	78	78	78	78	78
**. Correlation is significant at the 0.01 level (2-tailed).						

The study attempted to measure the correlation between variables, the results showed that employee overworked and job satisfaction's value is .644**, moreover concerning the correlation between lack of feedback and job satisfaction is .619**, furthermore, the correlation between lack of growth and job satisfaction is .597**, the correlation between lack of recognition and job satisfaction is .602**, and lastly the correlation between lack of reward with job satisfaction is .582**. The above results showed that all turnover variables (Employee Overworked, Lack of Feedback, Lack of Growth, Lack of Recognition, Lack of Reward) are significantly and positively correlated with job satisfaction.

Testing First Research Hypothesis

H1: Organizational culture mediates the relationship between employee overworked as turnover factor with job satisfaction.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.691	632	.648	.191121
a. Predictors: (Constant), Job satisfaction				

The results showed that R square value is .632 this indicated that 63% factors are clarified.

Table 5: ANOVA

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.544	1	29.1223	2.8992	.000b
	Residual	12.322	598	.039		
	Total	41.866	599			
a. Dependent Variable: Employee Overworked, Lack of Feedback, Lack of Growth, Lack of Recognition, Lack of Reward						
b. Predictors: (Constant), Job satisfaction						

According to the data in this table, the regression model successfully predicts the dependent variable by a significant amount. The "Sig." column indicates whether or not the regression model that was utilized was statistically significant. In this table, p 0.000 indicates that the regression model statistically substantially predicts the outcome variable on the whole, which is less than 0.05.

Multiple regression analysis between employee turnover factors and organizational culture

Table 6: Coefficients

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.015	.069		.592	.0039
	Employee Overworked	.599	.031	.605	11.322	.000
	Lack of Feedback	.603	.029	.612	10.656	.000
	Lack of Growth	.632	.046	.644	9.878	.000
	Lack of Recognition	.623	.035	.629	8.756	.000
	Lack of Reward	.587	.029	.597	9.881	.000
a. Dependent Variable: Organizational culture						

The study applied multiple regression analysis to use the findings in Sobel test to measure the mediation role of organizational culture between the relationship between employee turnover and job satisfaction. The value between employee overworked and organizational culture is .599 (.605) with P-value of .000, the value between lack of feedback and organizational culture is .603 (.612) with P-value of .000, the value between lack of growth and organizational culture is .632 (.641) with P-value of .000, the value between lack of recognition and organizational culture is .623 (.629) with P-value of .000 and the value between lack of reward and organizational culture is .587 (.597) with P-value of .000.

Multiple regression analysis between employee turnover factors and Job satisfaction

Table 7: Coefficients

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.014	.061		.519	.0041
	Employee Overworked	.601	.029	.609	10.518	.000
	Lack of Feedback	.612	.031	.619	9.5445	.000
	Lack of Growth	.619	.039	.627	8.6953	.000
	Lack of Recognition	.621	.019	.629	7.944	.000
	Lack of Reward	.591	.039	.598	7.899	.000
a. Dependent Variable: Job satisfaction						

The study applied multiple regression analysis to use the findings in Sobel test to measure the mediation role of organizational culture between the relationship between employee turnover and job satisfaction. The value between employee overworked and job satisfaction is .612 (.609) with P-value of .000, the value between lack of feedback and job satisfaction is .612 (.619) with P-value of .000, the value between lack of growth and job satisfaction is .619 (.627) with P-value of .000, the value between lack of recognition and job satisfaction is .621 (.629) with P-value of .000 and the value between lack of reward and job satisfaction is .591 (.598) with P-value of .000.

Measuring first research hypothesis

H1: Organizational culture mediates the relationship between employee overworked as turnover factor with job satisfaction.

Input:		Test statistic:	Std. Error:	p-value:
a	.599	Sobel test: 14.13265807	0.02547284	0
b	.601	Aroian test: 14.12386475	0.0254887	0
s_a	.031	Goodman test: 14.14146783	0.02545698	0
s_b	.029	Reset all	Calculate	

A Sobel test revealed that organizational culture strongly mediates the association between employee overworked and job satisfaction in selected private businesses in Iraq's Kurdistan.

H2: Organizational culture mediates the relationship between lack of feedback as turnover factor with job satisfaction.

Input:		Test statistic:		Std. Error:	p-value:
a	.603	Sobel test:	13.85587146	0.02663391	0
b	.612	Aroian test:	13.84686079	0.02665124	0
s_a	.031	Goodman test:	13.86489975	0.02661656	0
s_b	.031	Reset all		Calculate	

A Sobel test revealed that organizational culture strongly mediates the association between lack of feedback and job satisfaction in selected private businesses in Iraq's Kurdistan.

H3: Organizational culture mediates the relationship between lack of growth as turnover factor with job satisfaction.

Input:		Test statistic:		Std. Error:	p-value:
a	.632	Sobel test:	10.38782948	0.03766023	0
b	.619	Aroian test:	10.3760633	0.03770293	0
s_a	.046	Goodman test:	10.39963578	0.03761747	0
s_b	.039	Reset all		Calculate	

A Sobel test revealed that organizational culture strongly mediates the association between lack of growth and job satisfaction in selected private businesses in Iraq's Kurdistan.

H4: Organizational culture mediates the relationship between lack of recognition as turnover factor with job satisfaction.

Input:		Test statistic:		Std. Error:	p-value:
a	.632	Sobel test:	12.66560453	0.03098723	0
b	.621	Aroian test:	12.66056959	0.03099955	0
s_a	.046	Goodman test:	12.67064548	0.0309749	0
s_b	.019	Reset all		Calculate	

A Sobel test revealed that organizational culture strongly mediates the association between lack of recognition and job satisfaction in selected private businesses in Iraq's Kurdistan.

H5: Organizational culture mediates the relationship between lack of reward as turnover factor with job satisfaction.

Input:		Test statistic:		Std. Error:	p-value:
a	.587	Sobel test:	12.13089369	0.02859781	0
b	.591	Aroian test:	12.12141795	0.02862017	0
s_a	.029	Goodman test:	12.14039169	0.02857544	0
s_b	.039	Reset all		Calculate	

A Sobel test revealed that organizational culture strongly mediates the association between lack of

reward and job satisfaction in selected private businesses in Iraq's Kurdistan.

V. CONCLUSION

Enterprise staff's perceptions of corporate culture were found to have a significant impact on work satisfaction and turnover intention in public enterprises. Organizational culture types tend to have a stronger impact on work satisfaction and turnover intention than other culture types, according to an examination of job satisfaction and turnover intention. Consensual culture was shown to have the greatest influence on employees' intentions to leave the company. The study applied multiple regression analysis to use the findings in Sobel test to measure the mediation role of organizational culture between the relationship between employee turnover and job satisfaction. The value between employee overworked and job satisfaction is .612 (.609) with P-value of .000, the value between lack of feedback and job satisfaction is .612 (.619) with P-value of .000, the value between lack of growth and job satisfaction is .619 (.627) with P-value of .000, the value between lack of recognition and job satisfaction is .621 (.629) with P-value of .000 and the value between lack of reward and job satisfaction is .591 (.598) with P-value of .000.

As a healthcare administrator, you may find this study's findings valuable in reducing employee turnover. Increasing employee happiness in the workplace may minimize turnover and assist maintain a competent and stable team, therefore reducing costs. Monitoring employee working conditions and enhancing the organizational environment of companies is particularly essential since it is likely to improve the quality of management by aiding in the retention of talented staff.

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