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# How Organizational Culture Shapes Employee Outcomes in Hospital Settings

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ABSTRACT

Organizational culture is increasingly recognized as a critical determinant of employee outcomes in healthcare settings, particularly in hospitals where complexity and interprofessional collaboration are essential. This study conducts a narrative literature review to examine how organizational culture shapes job satisfaction, performance, and retention of hospital employees, while also considering turnover intention as a mediating factor. Literature was systematically gathered from ProQuest, ScienceDirect, and EBSCO databases, restricted to studies published between 2020 and 2025. Thematic analysis identified four domains of findings: job satisfaction, performance and innovation, turnover intention, and psychosocial mechanisms. The review shows that positive organizational cultures characterized by teamwork, engagement, autonomy, recognition, and supportive climates consistently enhance job satisfaction and performance, whereas dysfunctional cultures marked by excessive workloads, lack of recognition, and weak management increase burnout and turnover intention. Innovative and resilient cultures, such as Internal Market-Oriented Culture and resilience engineering, were found to improve productivity and organizational attractiveness. Retention was reinforced through workplace reciprocity, mentoring, and organizational justice, while psychosocial mechanisms including job satisfaction, work engagement, psychological capital, compensation, and emotional culture mediated or moderated the effects of culture on employee outcomes. These findings strengthen theoretical frameworks such as Denison, Job Demands-Resources, and Social Exchange, while offering practical implications for hospital management to cultivate supportive and adaptive cultures, ensure fair compensation, and promote participatory leadership as strategies to improve staff well-being, service quality, and organizational sustainability.

## 1. Introduction

Organizational culture has long been recognized as one of the fundamental factors influencing employee behavior, satisfaction, and performance across various sectors, including healthcare. Hospitals, as labor-intensive organizations with high complexity, rely heavily on the effectiveness of organizational culture in shaping the attitudes, motivation, and behavior of healthcare workers (Gao *et al*., 2023). A healthy culture can foster an environment that supports collaboration, communication, and commitment, thereby positively affecting service quality and patient satisfaction. Conversely, a dysfunctional culture may reduce job satisfaction, increase burnout, and heighten the risk of staff turnover (McIntyre *et al*., 2024; Xie *et al*., 2025).

Job satisfaction among healthcare professionals is a crucial indicator that strongly correlates with service quality and employee retention. Cross-country studies have shown that organizational culture, leadership, social support, and teamwork significantly contribute to job satisfaction (Cayllahua Curiñaupa *et al*., 2025; Penconek *et al*., 2021). However, job satisfaction is often undermined by heavy workloads, lack of recognition, and limited resources, as experienced by nurses, radiographers, and managerial staff (Kennedy *et al*., 2025). Emotional culture in the workplace has also been shown to play a role; for instance, a culture of anxiety exacerbates burnout, whereas a culture of companionate love reduces its negative impact and improves both job satisfaction and organizational performance (O'Neill *et al*., 2023).

Employee performance in healthcare is also shaped by organizational values and norms. Cultures oriented toward autonomy, innovation, and resilience have been found to enhance productivity and performance among hospital staff (Lui *et al*., 2024; Mehdizadeh-Somarin *et al*., 2022). In contrast, overly rigid hierarchical cultures may hinder creativity and reduce organizational effectiveness. Leadership, organizational justice, and psychologically safe environments further strengthen staff performance and commitment (Corcoran, 2021; Gao *et al*., 2023).

Another critical issue is turnover intention, which has risen sharply among healthcare professionals during and after the COVID-19 pandemic. Research has revealed that dysfunctional organizational culture, insufficient managerial support, and heavy workloads are strong predictors of employees' intention to leave (McIntyre *et al*., 2024; Xie *et al*., 2025). Conversely, talent management practices, positive team relationships, and mentoring programs have been shown to reduce turnover intention and enhance staff retention (Cayllahua Curiñaupa *et al*., 2025; Corcoran, 2021).

Although research on organizational culture in healthcare has grown substantially at the global level, much of the existing evidence continues to be drawn from hospitals in high-income countries. These settings typically operate with more established governance structures and mature human resource systems, making their organizational dynamics fundamentally different from those in developing regions. By contrast, studies conducted in lower- and middle-income countries—particularly within Southeast Asia—remain limited in number and often overlook the institutional and managerial constraints that shape everyday work culture. Issues such as rigid administrative procedures, shortages of essential resources, uneven distribution of healthcare workers, and restricted decision-making authority at the managerial level frequently characterize hospitals in these contexts.

These challenges are especially visible in Indonesian public hospitals, where persistent workload pressures, hierarchical organizational arrangements, and constrained incentive mechanisms continue to influence staff experiences and performance. Despite their significance, these contextual factors are seldom incorporated into broader theoretical discussions on organizational culture. As a result, a gap remains in the literature regarding how insights derived from global studies should be interpreted or adapted to the realities of Indonesia's healthcare environment.

## 2. Theory

### *2.1. Organizational Culture and Job Satisfaction*

Organizational culture and job satisfaction are two distinct constructs that interact closely but rest on separate theoretical foundations. Job satisfaction, as a standalone concept, refers to an employee's overall evaluative judgment about their work role, commonly conceptualized as a positive emotional response arising from the appraisal of job experiences. The construct encompasses several core dimensions, including the nature of work, interpersonal relationships, supervisory support, compensation, and opportunities for growth.

Job satisfaction among healthcare professionals can be explained through classical and contemporary theories of work motivation. Herzberg's Two-Factor Theory distinguishes between hygiene factors, which prevent dissatisfaction, and motivators, such as achievement and recognition, that enhance satisfaction and performance ((Herzberg et al., 2017). Maslow's Hierarchy of Needs provides a complementary perspective, suggesting that fulfillment of psychological, social, and self-actualization needs through a supportive culture contributes directly to satisfaction at work (Robbins & Judge, 2024). In addition, Locke's Value-Percept Theory emphasizes that satisfaction arises when there is congruence between what employees value and what they receive from their job environment (Locke, 1976).

Empirical studies reinforce these theoretical insights. Research in Peru found that teamwork and work engagement substantially increased nurses' job satisfaction (Cayllahua Curiñaupa et al., 2025). A systematic review on nurse managers identified autonomy, social support, and stress reduction as key determinants of satisfaction (Penconek et al., 2021). Conversely, a study among radiographers in the United Kingdom and Ireland revealed that excessive workload, lack of recognition, and weak management contributed to dissatisfaction and burnout (Kennedy et al., 2025). Emotional culture also plays an important role: anxiety-driven cultures heightened burnout, while a culture of *companionate love* reduced its negative effects and improved job satisfaction and performance (O'Neill et al., 2023). These findings suggest that organizational culture supporting teamwork, autonomy, recognition, and positive emotional climates is critical for fostering satisfaction among hospital employees.

### *2.2. Employee Performance*

Employee performance must be understood as an independent theoretical construct. Performance encompasses the behaviors and outcomes associated with fulfilling job responsibilities, typically expressed through dimensions such as task performance, contextual performance, and adaptive performance.

Employee performance in hospitals can be explained through several theories of motivation and organizational behavior. Goal-Setting Theory emphasizes the importance of clear and challenging goals in enhancing effort and work outcomes (Robbins & Judge, 2024). Similarly, Expectancy Theory posits that work motivation arises when employees believe that their efforts will lead to good performance and appropriate rewards (Robbins & Judge, 2024). A study in Poland confirmed that talent management practices, including staff development and evaluation, have a direct impact on improving performance in the public healthcare sector (Pomaranik & Kludacz-Alessandri,

2024). In addition, Herzberg's Two-Factor Theory highlights that intrinsic factors such as achievement, recognition, and career development strengthen work motivation and performance (Kennedy et al., 2025). Thus, an organizational culture that supports goal attainment, provides autonomy, and recognizes achievements can reinforce the motivation of healthcare professionals and improve hospital service effectiveness.

The influence of organizational culture extends beyond satisfaction, encompassing significant effects on performance at both the individual and organizational levels. The *Denison Organizational Culture Model* emphasizes dimensions such as involvement, consistency, adaptability, and mission, which directly contribute to organizational effectiveness. Empirical evidence from Hong Kong indicates that a rational organizational culture, emphasizing stability and external orientation, is positively correlated with nurse productivity within public hospitals. (Lui *et al*., 2024). Similarly, the application of resilience engineering and motivational factors improved the performance of COVID-19 care units, underscoring the importance of adaptive cultures during crises (Mehdizadeh-Somarin *et al*., 2022). In contrast, rigid hierarchical cultures and dysfunctional leadership were shown to hinder creativity and innovation, negatively affecting productivity (Xie *et al*., 2025).

### *2.3. Turnover Intention*

As a theoretical construct, turnover intention refers to the cognitive process through which employees consider leaving an organization. It typically involves three dimensions: the desire to quit, the intention to search for alternatives, and the likelihood of leaving in the near future.

Turnover intention in healthcare organizations can be explained through several theories of work behavior. Social Exchange Theory emphasizes that employee loyalty arises when individuals feel they receive fairness, support, and recognition from the organization (Robbins & Judge, 2024). Equity Theory highlights that perceptions of inequity in workload distribution or compensation increase stress and strengthen the intention to leave (Robbins & Judge, 2024). In addition, the Job Demands-Resources (JD-R) Theory posits that an imbalance between job demands and available resources triggers burnout and reinforces the risk of turnover (Liang et al., 2024).

Empirical evidence supports these theoretical frameworks. A qualitative study of perioperative nurses in Australia demonstrated that dysfunctional management, understaffing, and limited opportunities for professional development were dominant factors driving turnover intention (Xie et al., 2025). A scoping review of 31 international studies on emergency nurses further revealed that workplace violence, heavy workloads, and lack of organizational support significantly contributed to intentions to leave (McIntyre et al., 2024). Conversely, organizational cultures emphasizing justice and managerial care strengthened employees' affective commitment (Gao et al., 2023). Positive team relationships, mentoring, and organizational recognition were also shown to enhance engagement and loyalty among healthcare staff (Corcoran, 2021). Thus, both theory and empirical findings confirm that turnover intention is closely linked to the quality of organizational culture, particularly in the dimensions of fairness, support, and balance between job demands and resources.

### *2.4. Psychosocial Mechanism Linking Culture and Outcomes*

Psychosocial mechanisms function as the key explanatory pathway through which organizational culture exerts its influence on employee-related outcomes. Within this framework, certain factors operate as mediators, including job satisfaction, work engagement, and psychological capital, which convert cultural values and practices into observable attitudes and behaviors at the individual level. At the same time, other elements act as moderators, such as compensation fairness and emotional culture, shaping the intensity and direction of these relationships. Through this dual role, psychosocial mechanisms clarify how and under what conditions organizational culture affects employee responses within healthcare settings.

The relationship between organizational culture and outcomes such as satisfaction, performance, and turnover intention is often mediated or moderated by psychosocial factors. The *Job Demands-Resources (JD-R) Theory* highlights the role of job resources, including organizational support, healthy work climates, and psychological capital, in buffering the effects of job demands, thereby reducing burnout and turnover (Cayllahua Curiñaupa *et al.*, 2025; Liang *et al*., 2024).

Job satisfaction and engagement are the most common mediators, linking culture to staff outcomes (McIntyre *et al*., 2024). Moderating factors also play an important role; for example, compensation has been shown to influence the strength of the relationship between culture and turnover intention. Additionally, studies on emotional culture demonstrate that companionate love can mitigate the negative effects of anxiety cultures on burnout, job satisfaction, and even hospital financial performance (O'Neill *et al*., 2023).

## 3. Research Method

This study employed a narrative literature review design. This approach was chosen as it enables the synthesis of diverse empirical findings and explains the relationships among variables thematically. The primary focus of this review is to identify and analyze the influence of organizational culture on employee performance and job satisfaction in hospitals, while examining turnover intention as a mediating variable. The narrative approach allows integration of findings from both international and national studies to provide a

more comprehensive conceptual understanding beyond individual quantitative results.

Literature was systematically gathered from three major databases: ProQuest, ScienceDirect, and EBSCO. The search strategy employed keywords such as "organizational culture," "hospital," "healthcare," "job satisfaction," "employee performance," and "turnover intention," combined using Boolean operators (AND, OR) to broaden coverage. The publication period was restricted to 2020–2025 for empirical articles, while classic literature published before this period was included to support theoretical underpinnings. To enhance methodological rigor, priority was given to peer-reviewed journal articles published in reputable international journals, including those indexed in Scopus or Web of Science, as well as journals with established editorial standards and relevance to healthcare management and public administration.

Inclusion criteria covered studies conducted in hospital or healthcare settings that examined organizational culture as an independent variable and measured outcomes such as job satisfaction, performance, or turnover intention. Exclusion criteria were opinion papers, conference abstracts, or studies conducted outside the healthcare sector. Data analysis was conducted using thematic analysis to identify patterns in the relationship between organizational culture and outcomes, and findings were synthesized into descriptive narratives and summary tables. The literature selection process followed a transparent screening procedure, which is illustrated using a PRISMA flow diagram (Figure 1) to document the stages of identification, screening, eligibility, and inclusion, thereby enhancing transparency and replicability of the review process.

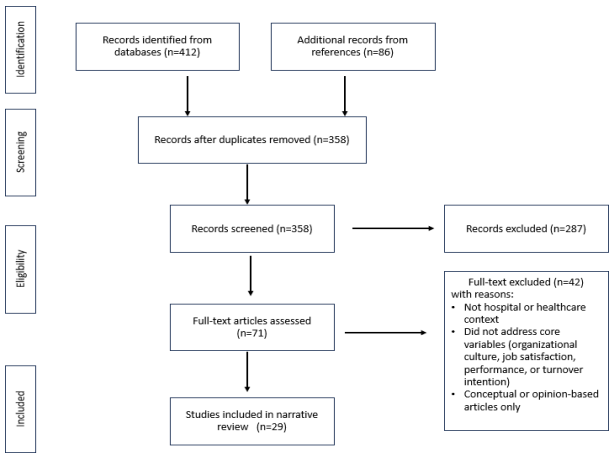


Figure 1 PRISMA Flow Diagram

## 4. Results

### *4.1 Organizational Culture and Job Satisfaction*

Organizational culture is a critical determinant of job satisfaction among healthcare workers. In Peru, teamwork and work engagement were shown to increase nurses' likelihood of job satisfaction by more than tenfold (Cayllahua Curiñaupa *et al*., 2025).

Similarly, a systematic review of nurse managers found autonomy, social support, and stress reduction to be major determinants of satisfaction (Penconek *et al*., 2021). In contrast, radiographers in the UK and Ireland reported very low levels of satisfaction due to high workloads, lack of recognition, and poor management (Kennedy *et al*., 2025). A U.S. study further revealed that cultures of anxiety heightened burnout, while cultures of companionate love reduced its negative effects and improved satisfaction (O'Neill *et al*., 2023).

These findings align with research highlighting the role of psychological safety as an element of supportive organizational culture that promotes staff well-being (Grailey *et al*., 2021).

Across the reviewed literature, a total of 8 studies reported a direct positive relationship between organizational culture and job satisfaction, while 5 studies highlighted how dysfunctional cultural attributes were associated with dissatisfaction and burnout.

### *4.2 Organizational Culture, Productivity, and Innovation*

The influence of organizational culture extends beyond satisfaction, encompassing significant effects on performance at both the individual and organizational levels. Empirical evidence from Hong Kong indicates that a rational organizational culture, emphasizing stability and external orientation, is positively correlated with nurse productivity within public hospitals (Lui *et al*., 2024). Research in Iran reported that resilience engineering and motivational factors improved COVID-19 care unit performance, particularly in self-organization and teamwork (Mehdizadeh-Somarin *et al*., 2022). In Norway, *Internal Market-Oriented Culture (IMOC)* combined with autonomy support fostered innovative behaviors and enhanced hospital attractiveness as an employer (Mutonyi *et al*., 2022). Likewise, a study in Poland showed that talent management practices, such as employee acquisition, development, and evaluation, significantly improved staff performance in the public healthcare sector (Pomaranik & Kludacz-Alessandri, 2024). Conversely, rigid hierarchical cultures and dysfunctional leadership were associated with reduced creativity and effectiveness, as highlighted in a study of perioperative nurses in Australia (Xie *et al*., 2025).

Overall, 7 studies explicitly demonstrated a positive association between supportive organizational culture and employee performance or innovation, while 3 studies reported negative performance outcomes in the presence of hierarchical or poorly managed cultures.

### *4.3 Organizational Culture and Turnover Intention*

Turnover intention is a pressing challenge in hospital management, strongly influenced by organizational culture. A qualitative study of perioperative nurses in

Australia identified excessive workloads, understaffing, inflexible schedules, and dysfunctional management as key drivers of turnover intention (Xie *et al*., 2025). A scoping review of 31 international studies similarly highlighted workplace violence, burnout, and poor organizational characteristics as turnover drivers among emergency nurses (McIntyre *et al*., 2024). In contrast, supportive cultures reinforced retention. A phenomenological study in the U.S. revealed that workplace reciprocity fostered engagement and loyalty (Corcoran, 2021). Mentoring, career development, and recognition further contributed to nurse retention (McIntyre *et al*., 2024). In China, perceptions of organizational justice and managerial caring enhanced affective commitment, while work overload and inadequate remuneration diminished it. Variations between general and specialized hospitals further emphasized the moderating role of organizational context (Gao *et al*., 2023).

Among the reviewed studies, 9 articles reported a significant association between organizational culture and turnover intention, with supportive and fair cultures linked to lower turnover, and dysfunctional cultures associated with higher intention to leave.

### *4.4 Psychosocial Mechanism Linking Culture and Outcomes*

The link between organizational culture and outcomes is often mediated or moderated by psychosocial mechanisms. In Peru, work engagement and job satisfaction mediated the relationship between culture and turnover intention, reducing the likelihood of nurses leaving (Cayllahua Curiñaupa *et al*., 2025) A scoping review also identified job satisfaction as a mediator of culture–turnover relationships in emergency nurses (McIntyre *et al*., 2024). In China, psychological capital and organizational climate mediated the effects of authoritarian leadership on burnout, suggesting that strengthening psychosocial factors can mitigate negative cultural influences (Liang *et al*., 2024b). Moderating factors were also evident: compensation influenced the strength of the culture–turnover link (Xie *et al*., 2025), while emotional culture shaped outcomes. Specifically, a culture of *companionate love* weakened the negative impact of anxiety cultures on burnout, satisfaction, and even hospital financial performance (O'Neill *et al*., 2023).

A total of 6 studies identified psychosocial variables—such as job satisfaction, engagement, psychological capital, and emotional culture—as mediators or moderators linking organizational culture to performance and turnover outcomes.

Table 3.1. Synthesis of Literature on Organizational Culture and Employee Outcomes in Hospitals

| Determinant | Key Findings | Representative References |
|---|---|---|
| Organizational Culture and Job Satisfaction | Teamwork and work engagement were strongly associated with higher nurse satisfaction; autonomy, social support, and reduced stress improved nurse manager satisfaction; excessive workload and lack of recognition contributed to burnout and dissatisfaction; emotional cultures such as *companionate love* mitigated burnout and enhanced satisfaction. | Cayllahua Curiñaupa *et al*. (2025); Penconek *et al*. (2021); Kennedy *et al*. (2025). |
| Organizational Culture, Productivity, and Innovation | Rational culture was positively linked to nurse productivity; resilience engineering and motivational factors enhanced COVID-19 care unit performance; Internal Market-Oriented Culture and autonomy support promoted innovation and organizational attractiveness; dysfunctional management and rigid hierarchy hindered creativity and reduced effectiveness. | Lui *et al*. (2024); Mehdizadeh-Somarin *et al*. (2022); Mutonyi *et al*. (2022); Xie *et al*. (2025). |
| Organizational Culture and Turnover Intention | Dysfunctional cultures (poor management, workplace violence, work overload) increased turnover intention; retention was reinforced through workplace reciprocity, mentoring, career development, and organizational justice; differences in commitment between general and specialized hospitals highlighted contextual effects. | Xie *et al*. (2025); McIntyre *et al*. (2024); Corcoran (2021); Gao *et al*. (2023). |
| Psychosocial Mechanisms Linking Culture and Outcomes | Job satisfaction and work engagement mediated the effect of culture on turnover intention; psychological capital and organizational climate mediated the relationship between leadership and burnout; compensation moderated the link between culture and turnover; *companionate love* culture weakened the negative impact of anxiety cultures. | Cayllahua Curiñaupa *et al*. (2025); McIntyre *et al*. (2024); Liang *et al*. (2024); O'Neill *et al*. (2023); Xie *et al*. (2022). |

## 5. Discussion and conclusion

This review highlights the critical role of organizational culture in shaping healthcare employees' satisfaction, performance, and retention. Positive cultures characterized by teamwork, engagement, autonomy, social support, and healthy emotional climates consistently enhance satisfaction and performance (Cayllahua Curiñaupa *et al*., 2025; O'Neill *et al*., 2023). Conversely, dysfunctional cultures marked by excessive workloads, lack of recognition, and poor management exacerbate burnout and increase turnover intention. Importantly, these findings suggest that factors such as workload and stress should not be

viewed as isolated determinants, but rather as manifestations of underlying cultural and managerial practices within hospital organizations.

The findings align with several theoretical frameworks. The Denison model, emphasizing involvement and adaptability, is reflected in evidence of IMOC fostering innovation and organizational attractiveness (Mutonyi *et al*., 2022). The JD-R theory explains how resources such as social support, psychological capital, and work climate buffer against burnout (Liang *et al*., 2024b). Social Exchange Theory is reinforced by evidence showing that workplace reciprocity, mentoring, and organizational justice promote loyalty and reduce turnover (Corcoran, 2021; McIntyre *et al*., 2024). Together, these frameworks clarify the mechanism through which organizational culture operates indirectly via psychosocial processes to influence employee outcomes. This conceptual relationship is summarized in a proposed model illustrating the pathways between organizational culture, psychosocial mechanisms, and workforce outcomes (Figure 2).

Practically, the results underscore the need for hospitals to cultivate supportive cultures. Psychological safety can create a secure environment where staff can communicate openly and learn from mistakes (Grailey *et al*., 2021). Organizational interventions such as mentoring, equitable compensation, and visionary leadership enhance motivation, retention, and performance (Gao *et al*., 2023; Mehdizadeh-Somarin *et al*., 2022). Thus, strengthening organizational culture benefits not only staff well-being but also service quality and organizational sustainability. These implications are particularly relevant for Indonesian public hospitals, which often operate under hierarchical governance structures, limited incentive flexibility, and high workforce pressure. In such contexts, cultural interventions may represent a more feasible and sustainable strategy for human resource improvement than structural reforms alone.

Nevertheless, this review has limitations. First, the selection of articles was limited to ProQuest, ScienceDirect, and EBSCO databases within the 2020–2025 period which may introduce publication bias by excluding relevant studies published elsewhere Second, although priority was given to peer-reviewed and reputable journals, the review did not apply a formal risk-of-bias assessment, which may affect the internal validity of individual findings. Third, most studies were cross-sectional, which restricts causal inference. Finally, professional representation was uneven, with nurses dominating the sample, limiting the generalizability of findings across other healthcare professions and hospital units.

In conclusion, this review confirms that organizational culture is a crucial determinant of satisfaction, performance, and retention among hospital staff. Positive cultures foster engagement, innovation, and productivity, whereas dysfunctional cultures exacerbate burnout and turnover intention (Cayllahua Curiñaupa *et al*., 2025; Gao *et al*., 2023; Kennedy *et al*., 2025)

Academically, the review strengthens theoretical frameworks such as Denison, JD-R, and Social Exchange within the hospital context. Practically, it provides a foundation for hospital managers to design HR strategies that foster supportive work environments, ensure fair compensation systems, and encourage participatory leadership (Corcoran, 2021; Liang *et al*., 2024b; Mutonyi *et al*., 2022).

Future studies should adopt longitudinal and interventional approaches to better understand causal links, particularly in the Indonesian hospital context. Further exploration of psychosocial mediators and emotional culture, such as *companionate love*, is also warranted, given their demonstrated importance in mitigating the negative effects of dysfunctional cultures on staff satisfaction and performance (McIntyre *et al*., 2024; O'Neill *et al*., 2023).

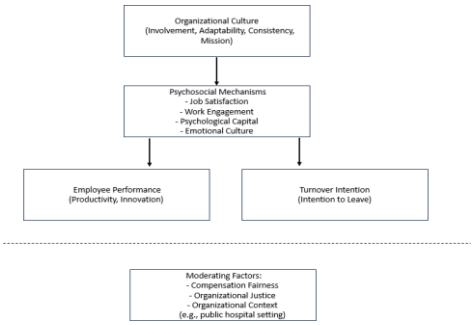


Figure 2 Conceptual Model of the Relationship between Organizational Culture and Employee Outcomes

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