



# Organizational Culture as a mediator between Employee Dissatisfaction and Turnover Intention

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**Abstract**— *The purpose of the study is to examine whether and how organizational culture are associated with job dissatisfaction and turnover intention among firm employees in Kurdistan region of Iraq. Ninety-two workers participated in the study after being selected at random. The 100 employees from various companies were selected at random based on the total student body size at each school to receive the survey. In order to get the survey responses ready for statistical analysis, they were cleaned, coded, and put into an Excel matrix. The findings revealed that organizational culture has a significant mediation role between employee dissatisfaction and turnover intention. The test results returned both direct and indirect effects for all the relationships, which indicated only partial mediation in all the tested relationships. The results provided organisations' insight into the possible consequences of firms in Kurdistan region of Iraq on employees and the organisations' culture.*

**Keywords**— *Organizational Culture, Employee Dissatisfaction, Employee Turnover*

## I. INTRODUCTION

Several studies examining the factors leading to employee burnout and dissatisfaction on the job have been published in recent years. To be more specific, it has been hypothesized that dissatisfaction with one's employment is a significant factor in employee turnover (Mileva et al., 2021). Turnover among employees can have a major effect on an organization's efficiency. Staff morale and productivity of remaining employees are significantly impacted by high turnover, which in turn affects the organization's ability to meet patient demands and offer excellent care (Yu et al., 2022). Not only does turnover negatively impact firms, but so does the threat of departure. The research team led by Ahmed et al. (2020) discovered that patients who were firmized in wards where employees frequently showed a desire to leave were less satisfied with several aspects of their care. According to Ing Purwanti and Indradewa, (2022), employees who planned to leave their current company or the profession

altogether were less dedicated to their jobs than those who had no such plans.

Increased focus has been placed on finding measures to boost job satisfaction and improve employee retention in recent years due to the nursing shortage and expected growth in demand for nursing services (Anwar and Shukur, 2015). Salvador et al. (2022) say that an organization's culture can have a big effect on how firm employees feel at work, and Sugiono and Adillah (2021) say that this can make it easier for firms to adapt to outside factors. Attitudes can be raised and a more productive workplace can be established if leaders take the time to foster an environment where workers enjoy their interactions with one another and approach their work in a way that allows them to experience high levels of personal satisfaction while also contributing to the achievement of the company (Anwar, 2016). Researchers, managers, and policymakers in the Kurdistan region of Iraq are becoming increasingly concerned about the job satisfaction of employees due to the high rates of burnout and severe

conflicts between firm management and employees over working conditions that have been reported by employees in the region (Faeq, 2022). Therefore, we looked into how various forms of corporate culture affected employees' contentment with work and the likelihood of leaving the profession in the Kurdistan area of Iraq. Specifically, we investigated if and how various organizational cultures are linked to greater levels of job satisfaction and a reduced likelihood that employees may seek employment elsewhere. To make employees' working conditions better, we need to know how important organizational culture is as a predictor of job satisfaction and intention to leave.

Employees are a company's most valuable asset, and they play a crucial part in boosting the business's success and competitiveness (Dayeh and Farmanesh, 2021). According to Hameed and Anwar (2018), happy workers are individuals that approach their work with optimism and produce great outcomes for the company and their positions. If workers are happy, they are more likely to contribute fresh ideas and take part in crucial decision-making (Ling et al., 2021). As a result of what has been described, there has been an increase in team unity and organizational support (Anwar, 2017). Beliefs, values, traditions, and philosophies about the way things are done are what make up an organization's culture (Faeq et al., 2020). Successful implementation of goals, policies, and strategies, as well as the organization's competitiveness, would determine employees' behavior (their attachment to and contentment with their jobs), attitude, and performance. A positive work environment arises when an organization prioritizes and promotes the values, beliefs, and perceptions that are important to its employees. An organization's structure, size, salary, working conditions, and leadership all contribute to its culture, which in turn affects employees' levels of job satisfaction. In his discussion of the causes of employee turnover, Nugroho and Afifah (2021) outlined a wide range of both exogenous and endogenous variables. Intentions to leave a company, or turnover, are described as a clear and purposeful desire to find a new job (Anwar and Shukur, 2015). When employees leave a company, it incurs costs associated with recruitment, hiring, onboarding, training, and retaining new employees (Anees et al., 2021). Intentional turnover causes additional indirect losses for businesses beyond the direct price tag. Reducing morale, increasing stress among the existing workers, adding more work, and reducing social capital are all indirect costs of turnover (Jolly et al., 2021). Keeping employees from considering leaving the company depends heavily on the quality of the company's culture and their level of satisfaction with their own roles within it. The importance of an organization's culture is rising rapidly because it is crucial for businesses to keep

the dedicated workers who contribute to their bottom line happy and motivated to keep doing the excellent work they have been doing (Anwar and Shukur, 2015). Due to the paucity of research in this area, the current study sought to: (1) establish a connection between organizational culture and job satisfaction; (2) examine the impact of organizational culture on turnover intent; and (3) determine the role that job satisfaction plays as a mediator between organizational culture and the intent to leave. The level of compatibility between an individual and the company they work for mediates the direct links between organizational culture, turnover intent, and job satisfaction. Because of this, we decided to do a study to find out how all of these things are related.

The bond between a company and its staff is essential yet easily damaged. It's similar to an exchange relationship in that both parties offer something that the other values or requires. Many factors, including corporate culture and relational happiness, might impact whether an employee plans to stay with or leave their current employer over the long run. The loss of high-performing personnel due to voluntary turnover has a disproportionately negative impact on business results (Faeq et al., 2021), making it all the more important to pinpoint the factors that contribute to employees' intentions to leave their current positions. Many academics have studied employee turnover (Anwar and Qadir, 2017). Since voluntary employee turnover can be both disruptive and expensive, a lot of research has focused on the topic (Saleem et al., 2021). The term "voluntary employee turnover" is defined as "individual moves across the membership border of a social system that are initiated by the individual". Job involvement, organizational commitment, job satisfaction, people-organization fit, perceived organizational support, and organizational justice are all factors that have been found to predict voluntary employee turnover (Faeq et al., 2021). Academics have focused on employee turnover intent since it has been shown to predict voluntary employee turnover (Vizano et al., 2021). The "ultimate cognitive decision-making process of voluntary turnover" is what we mean when we talk about "turnover intention" (Anwar and Shukur, 2015). The term "withdrawal cognition" refers to the mental process through which workers consider leaving their current jobs, start looking for new ones, and ultimately leave their current employer. Numerous studies of employee turnover have relied on turnover intent as the dependent variable (Abdullah et al., 2017).

### **Aim of the Study**

The study aims to examine the mediation role of organizational culture between employee dissatisfaction and employee turnover intention. The study selected three

main employee dissatisfaction dimensions to measure the current study including (Feeling Underpaid, Inadequate Management, Lack of training and development options).

## II. LITERATURE REVIEW

There are a number of measures that need to be taken before we can evaluate the above hypothesis. One of these steps is to read up on organizational culture, work dissatisfaction (which can be caused by things like "feeling underpaid," "inadequate management," and "a lack of training and growth opportunities"), and employee turnover intention.

### Organizational culture

The beliefs, ideologies, customs, norms, traditions, knowledge, and technology that make up an organization's culture are crucial in shaping the habits and practices of its employees (Lee, 1999). In this research, the Competing Values Approach was utilized to provide a framework for understanding the culture of organizations (Anwar and Abd Zebari, 2015). CVA is commonly used as a framework to diagnose an organization's culture since it provides a mechanism for assisting managers and their organizations to examine their culture and generate accurate and valid measuring methods. The CVA has been proposed for use by researchers interested in the impact of firm culture on nursing. Consensual culture, developmental culture, hierarchical culture, and rational culture are the four cultural subtypes that emerge from the Competing Values Approach (CVA). First, the virtues of teamwork, involvement, and loyalty are highly regarded in consensual cultures because of their emphasis on caring for others. With this kind of atmosphere, employees feel comfortable opening up to their superiors and seeing their leaders as role models and, in some cases, parents. For a second, productive outcomes are valued in rational cultures. Humans are naturally ambitious and prone to competition. Management is comprised of hard-charging producers, competitors, and drivers that are notoriously demanding of their teams. Winning and expanding market share and penetration is the glue that holds the company together. Third, the environment in a progressive culture is exciting, innovative, and full of initiative. People are pushed to prioritize risk-taking, creativity, and independence. The leaders are the ones who are seen as creative and willing to take chances. The group is cohesive because of its dedication to trying new things and being creative. In conclusion, a hierarchical culture is a highly organized and regimented workplace. What people do is controlled by procedures. Leaders are efficient because of their ability to plan and coordinate well. The group stays united thanks to its formal rules and practices. Dependable

delivery, on-time scheduling, and economical costs are the benchmarks of success. The CVA, on the other hand, only suggests these four cultures as examples, and it is thought that all companies would have parts of all four (Vizano et al., 2021).

Culture in an organization is a multifaceted phenomenon (Faeq et al., 2022). The three tiers of culture shown by Maryati et al. (2022) are the overtly visible values (artifacts), the overtly visible organizational structures, and the overtly visible processes. Fundamental presumptions are the core ideas that give a society its character. The following descriptions of company culture will be used in this study. Anwar (2017) defines "knowledge of the beliefs, values, conventions, and philosophies of how anything is done" as "knowledge of the beliefs, values, conventions, and philosophies of how anything is done." Faeq et al. (2022) argued that there are three distinct types of culture: (1) bureaucratic, (2) inventive, and (3) supportive. An individual's productivity and success in achieving his goals in the workplace improve as a result of his or her adoption of the company's culture. This is important for all parts of managing human resources, like finding and keeping good employees.

### Job Satisfaction

Satisfaction with the job as a whole and with certain components of it, such as management, salary, career growth potential, and workplace atmosphere, make up what is known as "job satisfaction" (Putri and Hasanati, 2022). Job satisfaction, therefore, includes not only how an employee feels about and performs in their current role, but also how satisfied they are with all aspects of their employment, including those that have little to do with the tasks they perform (Anwar, 2017). Turnover and planned turnover have been studied for a long time, and many academics have found that being unhappy at work is a major factor. Job satisfaction, as described by Anwar (2017), is characterized by the presence of a happy emotional state brought on by a favorable assessment of one's work and positive feelings about one's time spent performing that assessment. According to Faeq et al. (2022), an employee's level of contentment can be affected by three groups of variables: demographic information about the worker; internal factors; and external ones. However, according to Huang et al. (2021), job satisfaction is the extent to which an employee, with a positive attitude, obtains a favorable result in connection to his or her employment. Job satisfaction, according to Anwar (2016), is an individual-directed emotion that reflects whether or not one's requirements are being met. Negatively, workers have shown their discontent in a variety of ways, including quitting, speaking up to demand

better working conditions, sitting back and waiting for things to get better, and slacking off. A more positive outlook on the job leads to more job satisfaction, while a pessimistic outlook leads to greater discontentment in the workplace. Fair pay, safe and healthy working conditions, kind and helpful coworkers, a good fit between individual and position, and progressive policies and programs all play a role in whether or not people enjoy mentally demanding work. Researchers have been focusing on the topic of job happiness for decades because they believe it has the power to affect things like output, dedication, turnover, and retention (Dodanwala and San Santoso, 2021). How much of his or her emotional goals are met will determine this. Many different perspectives and structures or scales can be used to do research on the topic of job satisfaction (Els et al., 2021). For instance, Anwar and Surarchith (2015) created the Job Description Index (JDI) to categorize jobs based on their definitions of five factors: work; salary; promotion; supervision; and coworkers. Pay, advancement opportunities, supervision, fringe benefits, contingent rewards, working conditions, coworkers, the nature of the work, and communication are just some of the nine subscales that Faeq (2022) found for the Job Satisfaction Survey (JSS). Therefore, while assessing total job satisfaction, these aspects or subscales may have changed substantially (Ghasempour Ganji et al., 2021).

### Turnover Intention

A worker's plans to leave an organization might range from simply thinking about quitting to declaring openly that they wish to leave their current position (intent to leave). There's a chance that the employee's actions won't match her intentions. But conceptually, behavioral intention to resign is thought to be an essential antecedent to turnover because it has been demonstrated to be a powerful predictor of employee turnover across industries (Sadq et al., 2020).

Many believe that plans to switch jobs are a good predictor of job changes that actually occur (Hidayat et al., 2021). The term "turnover intention" describes a person's plan to willingly leave their current position. "The intention to freely shift firms or to abandon the job market," (Lin et al., 2022). Turnover intention, rather than actual turnover, is the preferred metric. They pointed out that actual turnover behavior is influenced by several outside factors. According to Faeq et al. (2020), while studies continue to focus on actual turnover behavior, turnover intention serves as a robust surrogate variable. In addition, in some situations, the intention to leave is a better gauge of management practices than actual turnover. In some economic cycles, such as periods of severe unemployment,

actual turnover is low despite strong turnover intention, for example. While some academics support the use of turnover intention, others contend that it is not a reliable predictor of actual turnover behavior and that discussion of leaving is meaningless unless it is followed through on (Westbrook and Peterson, 2022). To counter this, Sadq et al. (2021) conducted a meta-analysis on determinants of actual turnover and found that turnover intention was a crucial predictor; this conclusion has been corroborated by numerous other researchers.

### Organizational Culture, Job Satisfaction, and Turnover Intention

Based on the frameworks used in earlier research on the factors influencing nursing turnover and the causes and consequences of job satisfaction, this study proposes a conceptual model that includes culture, job satisfaction, and turnover intention. Anwar and Ghafoor (2017) concluded from their review of research on job satisfaction and turnover that it is crucial to investigate the factors that contribute to workers' happiness on the job and the outcomes that result from high levels of job satisfaction (e.g., turnover intention). Put another way, it's crucial to examine not just the benefits of job satisfaction but also the factors that contribute to it, rather than treating contentment on the job as something that can be explained solely by exogenous or endogenous factors. It is also important to create models of complicated human behavior that incorporate both direct and indirect consequences. Many previous studies, as found by Sugiono et al. (2021), proposed a multidimensional linear process of nursing turnover that incorporates determinants (such as job related and work environment), intervening attitudes (such as job satisfaction and organizational commitment), behavioral intentions (such as intent to stay or leave), and correlates (e.g., personal characteristics). Moreover, it is generally assumed that factors have both direct effects on attitudes and indirect effects on turnover intentions via attitudinal states. Based on these observations, the study postulates that organizational culture is a causal factor in the intermediate outcome of employee contentment with their jobs (i.e., turnover intention). Job satisfaction acts as a mediator between the impacts of determinants on the primary result (intention to leave one's current position) and the secondary outcome (job satisfaction) (i.e., culture). Job satisfaction is a conduit via which organizational factors (such as group cohesion, interpersonal relations, role overload, autonomy, leadership style, etc.) influence employees' propensity to leave an organization (Faeq, 2022). Research has also shown that happiness in one's employment is a major factor in determining whether or not an employee will remain in their position (Anwar, 2017). This study finds empirical support for the

hypothesized links between culture and work satisfaction and turnover intent but also proposes that different forms of culture have distinct direct effects on these variables. Several research studies corroborate the idea that a more positive culture (such as a consensual culture) increases satisfaction and subsequently decreases turnover intent. Job satisfaction rises, for instance, when workers are given more leeway in their clinical work, have a voice in important organizational decisions, are encouraged to pursue lifelong learning, and have access to a network of colleagues, doctors, and managers who have their backs. According to research (Faeq et al., 2021), this is the case. As was also found by Abugre and Acquah (2022), a human relations culture that places an emphasis on cooperation, trust, morale, and leadership and makes frequent use of terminology like "family" and "empowered" is positively associated with job satisfaction of company employees, as was also found by Anwar and Climis (2017). What's more, there's a statistically significant inverse association between the human relations culture and turnover projections. Wu et al. (2021) conducted research to determine what factors contribute to employee satisfaction and turnover in Australian neonatal units and found that a shift toward a culture of respect, a new team dynamic, and employee leadership development led to significant gains in these areas. According to Sadq et al. (2020), managers' power, instrumental communication, autonomy, and group cohesion were all strongly related to employees' plans to remain in their positions. Anwar and Louis (2017) came to a similar conclusion, stating that the management style and group cohesion impacted staff employee retention and care quality. In a study comparing the relationships between different types of organizational culture and organizational effectiveness in a general firm in the Kurdistan region of Iraq (Faraj et al., 2021), developmental culture was found to have the strongest positive association with job satisfaction of the employees, followed by human-oriented culture, while the effect of hierarchical culture was weak and negative. It has been shown that job satisfaction plays a dynamic role in terms of both its direct effect on turnover intention and its role as a mediator of the effects of culture. Irhamni and Kristanto (2021) state that workers are more likely to look for work elsewhere if they are unhappy at work.

Organizational behavior, organizational psychology, and management have all devoted significant research to understanding the effects of organizational justice. Individuals' perception of the fairness of treatment received from an organization and their behavioral reaction to such judgments is the definition of organizational justice (KM et al., 2021). Justice in the workplace can be thought of in three distinct ways: interactional justice, procedural

justice, and distributive justice (Mileva et al., 2021). (Bies and Moag, 1986). "Fairness of allocation outcomes" is what distributive justice is about, while "fairness of the process and procedures by which allocation decisions are made" is what procedural justice is about (Yu et al., 2022). Interpersonal or "interactional" justice has also been the subject of research (Bies and Moag, 1986). According to the authors, "the quality of interpersonal interaction people receive when processes are executed is of paramount importance" (Ahmed et al., 2020). Interpersonal justice and informational fairness are its two main components (Colquitt et al., 2001). Work-related factors such as turnover intention (Purwanti and Indradewa, 2022), organizational behavior (Anwar and Shukur, 2015), and job satisfaction have been investigated in several studies that have focused on the procedural and distributive elements of organizational fairness (Salvador et al., 2022). Distributive and procedural justice, for instance, were found to be precursors of work discontent and the intention to leave by Sugiono and Adillah

(2021). To add to this, Anwar (2016) discovered that ethical leadership moderates the negative relationship between procedural justice and job insecurity. Therefore, an employee's intention to leave the company is related to their opinion of the organization's fairness; the supervisor plays a pivotal role in this relationship. Despite the widespread recognition of supervisors' effects in the workplace, relatively few studies have examined the supervisor-subordinate relationship from a fairness perspective. According to a study by Faeq (2022), both supervisors' and employees' judgments of procedural justice reflected the fairness of organizational procedures, not the fairness of supervisors' individual procedures or decision-making. While Dayeh and Farmanesh (2021) looked into how supervisory communication and the quality of management were related, they did not look into whether or not supervisors were being fair. As an alternative, Hameed and Anwar

(2018) created a multifocal concept of organizational justice with scales that accounted for both supervisory procedural justice and supervisory interactional justice. The findings of Ling et al., (2021) emphasize the importance of looking into supervisory justice as a subset of organizational justice. A supervisor's duties include delegating tasks, deciding on matters of significance, and offering assistance to their reports. Employees' perceptions of organizational fairness may be reflected in supervisory justice. Although subordinates may view their superiors in a representational capacity, this does not guarantee that they will view their supervisors' policies, methods, or decisions in the same light as those of the business as a whole. A human, not simply a corporation, can be the

source of injustice. Therefore, it is also important to gauge how workers feel their supervisors treat them fairly. According to research on management and turnover intention, employees' work engagement (Agarwal et al., 2012), commitment, and identification are influenced by exchanges between themselves and their immediate supervisors. Worker motivation is another area where management has an impact (Anwar, 2017). As a result, the level of support from superiors has a significant impact on employee turnover (Faeq et al., 2020).

The quality of supervisor-employee interactions makes employees feel engaged at work and connected with their organization. Hence, it follows that how employees perceive their supervisors and their interactions would affect their intention to leave or stay (Nugroho and Afifah, 2021). Previous research suggests that a lack of organizational and supervisory justice is inversely related to employees' intentions to leave their current jobs (Anwar and Shukur, 2015). Because of the connection between organizational justice (of which supervisory justice is a subset) and job satisfaction (Anees et al., 2021), supervisory justice and the desire to leave may go hand in hand. Results from a prior study revealed that management has a deleterious effect on turnover intent (Jolly et al., 2021). Previous research suggests a link between employees' perceptions of their supervisors' interaction

styles and procedural fairness and their intent to leave their current position.

### III. RESEARCH METHODS

#### Research Approach

The investigation was quantitative in nature, and a cross-sectional study method was employed. Quantitative studies seek to explain a phenomenon by collecting and generalizing large amounts of numerical data (Vizano et al., 2021). Cross-sectional studies collect data from multiple cases at once, hence the name. (Abdullah et al., 2017) It was a big plus for our study that we were able to get all of this information at once from a specific group of manufacturers.

#### Data Preparation and Data Screening

Ninety-two workers participated in the study after being selected at random. The 100 employees from various companies were selected at random based on the total student body size at each school to receive the survey. In order to get the survey responses ready for statistical analysis, they were cleaned, coded, and put into an Excel matrix.

#### Conceptual Framework

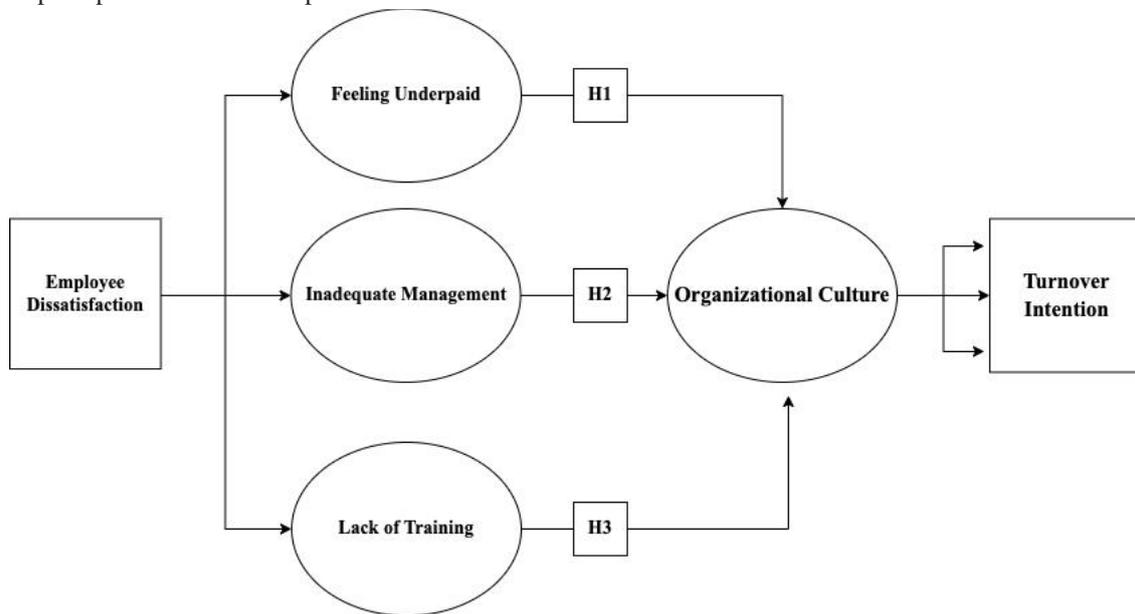


Fig.1- Conceptual Framework

#### Research Hypotheses

H1: Organizational culture mediates the influence of feeling unpaid as an employee dissatisfaction dimension on employee turnover.

H2: Organizational culture mediates the influence of inadequate management as an employee dissatisfaction dimension on employee turnover.

H3: Organizational culture mediates the influence of lack of training as an employee dissatisfaction dimension on employee turnover.

**Chapter Four: Analysis and Discussion**

This section discusses the final empirical investigation. Here we'll take a closer look at those survey results. The difference between descriptive and inferential statistics is explained, both of which can be derived from a data sample. Here, we'll also discuss the findings from our most recent experiment. This section analyzes the results of the survey. Here, you'll get the chance to study inferential and descriptive statistics, the two main tools for analyzing data and drawing conclusions about groups of people. **Confirmatory Factor Analysis (CFA)**

Principal component analysis (PCA) has many applications outside of the social sciences, but confirmatory factor analysis is particularly well-suited to this field. It is used to determine if the nature of a notion being measured matches the one assumed by the study. Validating the structural model of a set of measurable data is what confirmatory factor analysis (CFA) is all about. The goal of canonical correlation analysis (CFA) is to prove or disprove the existence of a relationship between overt features and the latent factors that make them up.

As seen in the example below, the model consists of:

**RAMSEA:** RAMSIS aids in statistical modeling and business simulation through the use of CAD geometry. Using this information, designers of future technological products can assess how well those designs will work for humans. RAMSIS captures the unique characteristics of the people who buy and use technological products.

**IFI:** Incremental fit indices (IFI) are frequently employed in structural equation modeling. The foundation of IFIs is a comparison between the desired model and a "null" model.

**TLI:** The Tucker-Lewis Index is an incremental fitness index. The Normed Network Fit Index (NNFI), also called the TLI, was made because the Normed Fit Index was too sensitive to sample size effects.

**CMIN/DF:** Root-mean-squared error approximation (RMSEA), minimum discrepancy per degree of freedom (CMIN/DF), goodness-of-fit index (GFI), adjusted goodness-of-fit index (AGFI), normed fit index (NFI), non-normed fit index (NNFI), and comparative fit index (CFI) are all ways to measure how well a model fits the data.

**Model Fit Summary**

*Table 1: CMIN*

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	74	299.178	156	.002	1.1723
Saturated model	299	.000	0		
Independence model	49	1499.01	299	.000	4.982

CMIN/DF represents the difference as a fraction of the total number of degrees of freedom. The relevant value here is the CMIN/DF ratio for the baseline model, which may be interpreted as follows: A CMIN/DF value of less than three indicates a good match. A satisfactory fit is indicated if the sum is less than five. The outcomes confirmed a good model match.

**Baseline Comparisons**

*Table 2: Baseline Comparisons*

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.801	.803	.856	.891	.877
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

The Baseline Comparison Report displays an in-depth examination of the similarities and differences between two baselines, including the items and connections that make them up. This report is quite similar to the "Baseline Compared to Current" report, with the exception that it compares specific states rather than two overarching

categories at the same time. Finding an independence model value of .000 indicates a very good fit. We find that the values for IFI, TLI, and CFI are 0.801%, 0.803%, and 0.856%. These findings suggest that the model meets the requirements for a reference point.

Table 3:FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	2.087	.399	.189	.699
Saturated model	.000	.000	.000	.000
Independence model	8.019	6.981	.5978	7.798

The fmin family of functions finds the least significant digit in a given set of numbers. NaN values in arguments are treated the same as blanks. When choosing between two arguments, the numeric value takes precedence if one of them is NaN. The saturated model value was calculated to be 1.000.

Table 4:RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.038	.031	.049	.799
Independence model	.149	.138	.157	.000

How far off the model's predicted covariance matrix is from the observed covariance matrix is quantified by a statistic called the root mean square error of approximation (RMSEA). According to the results of RMSEA, the default model has a value between 1.000 and 0.000.

**Validity Analysis**

Table 5:Validity Analysis

	CR	MSV	MaxR(H)	(1)	(2)	(3)	(4)	(5)
<b>Underpaid (1)</b>	0.699	.039	.0687	<b>.0591</b>				
<b>Inadequate Management (2)</b>	.0631	.029	.659	.0799	<b>.0629</b>			
<b>Lack of training (3)</b>	.0768	.039	.739	0.199*	0.059	<b>0.571</b>		
<b>Culture (4)</b>	0.749	0.029	0.783	0.099	0.169	0.129	<b>0.687</b>	
<b>Turnover (5)</b>	0.738	0.012	0.755	0.077	.061	.089	0.081	<b>0.557</b>

The strength of the association or correlation that exists between the test findings and the criteria measure is one way to evaluate the validity of an experiment. The findings of the validity study proved that items used to measure employee performance were (0.591), which suggested that all items are valid to measure employee performance as a dependent variable. This was shown by the fact that the results of the validity analysis. In addition, the items that were used to measure employee dissatisfaction had a mean value of 0.629, which demonstrated that all of the items can accurately assess employee dissatisfaction when used as an independent variable. In addition, the items that were used to evaluate job ability had a score of 0.571, which suggested that all of the items are valid when used to measure job ability as a component of job satisfaction.

Also, the items that were used to measure job enrichment yielded a value of 0.687, indicating that all items are valid to measure job enrichment as a dimension of job satisfaction. Lastly, the items that were used to measure job stability yielded a value of 0.557, indicating that all items are valid to measure job stability as a dimension of job satisfaction. In addition to this, it makes use of the concentration ratio (CR) in order to provide a representation of the distribution of businesses within a certain industry in relation to the size of the market. There are a few instances across the body of published work in which the terms "industry concentration ratio" and "market concentration ratio" are used.

**HTMT Analysis**

Table 6:HTMT Analysis

	(1)	(2)	(3)	(4)	(5)
<b>Underpaid (1)</b>					
<b>Inadequate</b>	0.112				

<b>Management (2)</b>					
<b>Lack of training (3)</b>	0.177	0.089			
<b>Culture (4)</b>	0.139	0.179	0.155		
<b>Turnover (5)</b>	0.059	0.068	0.131	0.087	

The HTMT is a tool that can be used to measure the degree of similarity between latent variables. In the event that the HTMT is significantly lower than one, this indicates that the criteria for discriminant validity have been satisfied. In spite of the fact that the HTMT cutoff is something that might be debated, the articles by Henseler et al. and Hair et al. appear to concur that the value should be less than 0.9.

It is recommended that the ratio of HT to MT be lower than 1.00. The findings of the HTMT analysis showed that the found values are less than 1.00, and this indicates that there is a monotrait-heteromethod correlation among the variables.

**Regression Weights: (Group number 1 - Default model)**

Table 7:Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P
Culture	<---	Underpaid	.049	.059	.866	.299
Culture	<---	Inadequate management	.301	.079	1.918	.003
Culture	<---	Lack of training	.291	.378	.853	.001
Turnover	<---	Underpaid	.119	.278	.743	.000
Turnover	<---	Inadequate management	.603	.261	.399	.004
Turnover	<---	Lack of training	.332	.508	.887	.003
Turnover	<---	Culture	.544	.408	.199	.002

When the least squares assumption of constant variance in the residuals is broken, weighted regression might be used as an alternative (heteroscedasticity). When the weights are chosen so that the residuals have the same amount of variation (homoscedasticity), the method minimizes the sum of squared residuals. The findings demonstrated the relationships between variables, the relationship between feeling unpaid and organizational culture was found that the P value = .003 (is 0.331 smaller than 0.05) this indicated that there is statistically significant relationship between employee dissatisfaction and feeling unpaid. Moreover, the relationship between organizational culture and inadequate management was found that the P value = .001 < 0.05 this indicated that there is a positive relationship between organizational culture and inadequate management. Also, the relationship between lack of training and organizational culture was found that the P value = .000 (is 0.368 smaller than 0.05) this indicated that there is statistically significant relationship between lack of training and organizational culture. Furthermore, the

relationship between feeling underpaid and turnover intention was found that the P value = .004 (is 0.375 smaller than 0.05) this indicated that there is statistically significant relationship between feeling underpaid and turnover intention. However, the relationship between inadequate management and turnover intention was found that the P value =.004< 0.05 which is considered as a 0.01 this indicated that there is a strong and significant relationship between inadequate management and turnover intention. Moreover, the relationship between lack of training and turnover intention was found that the P value = .003< 0.05 this indicated that there is a positive and significant relationship between lack of training and turnover intention, and finally the relationship between organizational culture and turnover intention was found that the P value = .002< 0.05 this indicated that there is a positive relationship between organizational culture and turnover intention.

**Total Effects (Group number 1 - Default model)**

Table 8: Total Effects (Group number 1 - Default model)

	Culture	(1)	(2)	(3)
Underpaid (1)	.091	.000	.000	.000
Inadequate Management (2)	.118	.000	.000	.000
Lack of training (3)	.049	.000	.000	.000
Turnover	.799	.601	.549	.508

In the research of correlational relationship, the as a whole sum to which the dependent (or consequence) variable is caused by external (or predictor) variable, along with any indirect influence through a mediator. In other words, the degree to which the independent (or predictor) variable affects the dependent (or outcome) variable. The results revealed that the total affects were found to be statistically significant. It was found that the largest effect was between employee dissatisfaction and turnover intention.

**Direct Effects (Group number 1 - Default model)**

Table 9: Direct Effects (Group number 1 - Default model)

	Culture	(1)	(2)	(3)
Underpaid (1)	.119	.000	.000	.000
Inadequate Management (2)	.399	.000	.000	.000
Lack of training (3)	.401	.000	.000	.000
Turnover	.429	.399	.458	.621

The term "direct effects" refers to the component of the effect of exposure that is not mediated by a specific group of possible mediators. Indirect or mediated effects are those aspects of the effects of exposure that are brought about by the interaction of a predetermined group of potential mediators. Exposure X. The outcome was Y. The mediator was M.

The results showed that the total affects were found to be statistically significant. It was found that the largest effect was employee dissatisfaction effect on employee turnover intention.

**Indirect Effects (Group number 1 - Default model)**

Table 10: Indirect Effects (Group number 1 - Default model)

	Culture	(1)	(2)	(3)
Underpaid (1)	.000	.000	.000	.000
Inadequate Management (2)	.000	.000	.000	.000
Lack of training (3)	.000	.000	.000	.000
Turnover	.029	.000	.000	.000

A statistical model of the method(s) by which intervening variables convey influences from causal factors to outcome variables is referred to as an indirect effect model. The results demonstrated that employee dissatisfaction has significant indirect effect on turnover intention, on the other hand, (feeling underpaid, inadequate management, and lack of training) had no significant indirect influence on employee turnover intention.

**IV. DISCUSSION**

The primary purpose of this research was to determine whether or not there is a connection between employee dissatisfaction, job happiness, intention to leave an organization, and organizational commitment among workers in the manufacturing business. In this particular

piece of research, job satisfaction was broken down into two categories: extrinsic and intrinsic. The hypothesis of this research was that there would be a statistically significant inverse link between employee dissatisfaction and work satisfaction. This premise is consistent with the findings of other investigations carried out by Jolly et al. (2021). The findings did point to a correlation that was sufficiently robust to withstand statistical scrutiny. On the other hand, the findings of this study indicated that the association was favorable for extrinsic job satisfaction. This finding suggests that the more toxic the leader, the more satisfied the employees appeared to be. The conclusion presented previously was correct, particularly in regard to factors such as authoritarian leadership, abusive supervision, and extrinsic job factors. These components of a job include things like the policies of the company, the working conditions, the compensation, and how well the employees get along with one another. One possible explanation for such a result is that the people that participated in the study didn't have the right characteristics. Because of their lack of experience and/or training, 42.4% of the participants are considered unskilled or semi-skilled workers. As a result, they are given consistent instructions on how to carry out tasks. The fact that they are under such consistent observation and direction may contribute to the impression that they are confident in their performance. It's possible that this is the reason why people report feeling happy and fulfilled in their jobs (Anwar and Shukur, 2015).

Based on the relationship between employee dissatisfaction dimensions and turnover intention, it can be concluded that all of the employee dissatisfaction dimensions are positively significant in relation to turnover intention, both statistically and practically (with a medium effect), and this holds true across the board. When a leader is perceived to be toxic, there is a greater likelihood that they may lose their position. The findings are also consistent with the findings of Faeq et al.

(2021), who discovered a statistically significant positive association between employee dissatisfaction and the intention to leave a company. High rates of employee turnover have a direct influence on productivity in the manufacturing business, which is labor-intensive. This is due to the fact that a newly hired worker might not be as productive as the person who has just left the company, at least initially. According to Anwar and Qadir (2017), employee turnover has the potential to cost a company both directly and indirectly. Indirectly, this can occur when an organization fails to successfully implement continuous improvement practices. Directly, this can occur when untrained and unskilled new employees make mistakes. This study hypothesized that there is a statistically

significant inverse association between employee dissatisfaction and organizational commitment, which is comparable to what Saleem et al. (2021) found. It was discovered, as was to be predicted, that all of the characteristics associated with employee dissatisfaction have statistically significant adverse correlations with emotional commitment. According to the most recent findings, the most significant impact that employee dissatisfaction has on employees' feelings towards their organization, also known as their affective commitment. Absenteeism and lower production volumes due to a lack of workers can be attributed to lower levels of commitment in a manufacturing organization, which in turn leads to lower levels of commitment. Faeq et al. (2021) say that if this pattern of absenteeism goes on unchecked, it will have a big impact on the organization's finances.

The second goal of this study was to determine whether or not organizational culture acts as a mediator between employee dissatisfaction and certain job outcomes (such as job satisfaction, turnover intention, and organizational commitment) among employees working in the manufacturing industry. Specifically, the aim was to determine whether or not this relationship exists. It was discovered that mediation was only partial in all of the relationships that were examined because the results showed that there were both direct and indirect effects on every interaction. The variance in the connection between employee dissatisfaction and job satisfaction can be explained by an organization's culture to the extent of 45.8%, and the variance in the connection between employee dissatisfaction and organizational commitment can be explained by an organization's culture to the extent of 63.5%. When it comes to turnover intention, the relationship between employee dissatisfaction and turnover intention is partially explained by the culture of the organization, which accounts for 71.6% of the variance in the data. The fact that employees' perceptions of a leader's toxic behavior were somewhat mediated by other factors in all of the examined relationships suggests that this perception can have a negative impact on the culture of an organization. Employees who are less devoted to their work and are dissatisfied with their workplace may feel the need to quit an organization that has such a poisonous organizational culture since it may induce them to want to leave the organization. These findings provide further evidence that supports findings from earlier research suggesting that organizational culture acts as a mediator (Vizano et al., 2021).

## V. CONCLUSION

This study offered the first comprehensive examination of employee dissatisfaction within a Kurdistan region of Iraq workplace setting. According to the findings, this type of leadership has an effect on specific employment outcomes, including the intention of employees to leave their jobs, job satisfaction, and organizational commitment. Additionally, the effect of organizational culture as a mediator was studied for this study. It is essential that more researchers expand on the suggestions made in the previous paragraphs for the purpose of conducting future studies since a number of problems, such as the unexpected difference in the outcome of a survey measuring job satisfaction, have not been answered.

Consistent with the findings of this research suggests that employee dissatisfaction is correlated negatively with employee engagement in the organization. As was to be expected, it was found that all of the features of employee dissatisfaction exhibit statistically significant inverse associations with emotional commitment. Most recent research indicates that employee dissatisfaction has a substantial influence on employees' affective attachment to their firm. Reduced levels of commitment in a manufacturing organization can be traced back to absenteeism and lower output volumes caused by a shortage of workers. Vizano et al. (2021) say that the organization's finances will suffer if this trend of people not showing up to work keeps up.

## VI. PRACTICAL IMPLICATIONS

According to Maryati et al. (2022), leaders' behavior and performance should be monitored and evaluated on a continuous basis to ensure that their interactions with staff members contribute to the maintenance of healthy working environments. Organizations frequently lack the experience and capabilities to counteract the effects of employee dissatisfaction, and as a result, they are typically forced to pay the hidden costs inflicted by the dysfunctional behavior of the toxic leader. Employee dissatisfaction can be defined as a style of leadership that is harmful to an organization. These hidden costs may include a decrease in brand equity as a result of reputational damage to the organization and legal costs; a decrease in productivity as a result of an increase in absenteeism and sick leaves; a weak performance of employees as a result of commitment and dissatisfaction at work; and an increase in legal costs (Faeq et al., 2022). It is anticipated that studies similar to these will encourage organizations to focus more on instances of employee dissatisfaction within and help them put checks and balances in place to ensure the early detection of toxic leaders. In addition, it is anticipated that such studies will

help the public understand the dangers of employee dissatisfaction (Anwar, 2017). In this regard, the findings of this study will assist in the initiation of interventions where management inside organizations can concentrate on dealing with toxic leaders who have been identified.

According to the findings of research on leadership, employees typically point the finger at the organization as a whole for having a culture that allows for employee dissatisfaction to flourish. The employees' bad attitudes toward the organization as a whole are a direct reaction to what they believe to be a culture of tolerance throughout the company (Putri and Hasanati, 2022). According to the findings of this study, such a pessimistic response from workers is, to some extent, accurate. It has produced empirical data to support the statement that employee dissatisfaction has a major impact on job results, which in turn has a major impact on employees who must cope with an organizational culture that is toxic. The study's focal point, which is a new subject in the context of Kurdistan region of Iraq, has contributed to an expansion of the body of information regarding employee dissatisfaction. In this way, the results of this study have made it easier to deal with the harmful effects that employee dissatisfaction can have on people and organizations as a whole.

This study provides employees in the manufacturing business with an understanding of employee dissatisfaction as a style of leadership as well as how it is connected to the culture of an organization. This has a practical implication for employees in the manufacturing industry. The findings provide a better understanding of how this leadership style may affect employees at work; this insight may help employees make important decisions about their jobs and future career paths. The findings of this study offer professionals working in human resources a comprehensive grasp of the phenomena of employee dissatisfaction. This focus may be a beginning point that organizations can use to help lower the prevalence of employee dissatisfaction styles, which will ultimately reduce the detrimental impact those styles have within the workplace.

## VII. LIMITATIONS AND RECOMMENDATIONS

In the first place, the scope of the research was limited to the manufacturing industry in Kurdistan region of Iraq. As was mentioned, the fact that the study population was so small and that the sampling process was so specific may have had an effect on the data's capacity to be generalized. Therefore, in further research, it should be attempted to repeat the study in a variety of fields that each reflect a distinct population. Expanding the scope of the research in

such a way would provide a genuine representation of employee dissatisfaction in Kurdistan region of Iraq and show whether the results in the various sectors are comparable or vary significantly from one another. Second, although the importance of self-promotion was the factor that had the greatest influence on employment outcomes, several other aspects also exhibited a degree of influence. Because of this, it would be good for businesses if studies looked into the differences between each of the five parts of employee dissatisfaction. Thirdly, our study validated previous findings about relationships as well as predictors in a specific subset of the manufacturing business. As a result of this, it would be beneficial to continue these investigations in other manufacturing organizations in order to create results that are more universal. A focus like this is especially relevant to the one-of-a-kind discovery that this study made regarding the enriching sensation of job satisfaction. This finding doesn't fit with what other studies have found, so researchers should try to do the same study again in the future to see if the results presented here are only true for the study population. In addition, the research should be extended to cover additional industries in order to validate the hypothesized links between employee dissatisfaction and negative employment outcomes, predictors, and the mediating role of organizational culture. Such research in the future would be beneficial, especially taking into consideration the fact that there are currently no other studies being conducted in Kurdistan region of Iraq with which the results of this one may be compared. It is also recommended that this study assess whether the same results occur at different occupational levels within the same population. This would be done using the same population. In conclusion, despite the fact that the findings of the mediation showed that there were directional links between employee dissatisfaction and employment outcomes, the data was not collected over a long period of time, and as a result, it was not possible to evaluate the assumptions empirically. As a result, the utilization of studies that are longitudinal in nature might be of assistance because they measure the direction of associations over an extended period of time. A method like this will produce richer data, and it will have favorable implications for operational interventions because it may give a deeper understanding of the cause and effect elements of the relationships being studied (Huang et al., 2021).

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