

# 이직의도 제고방안에 관한 연구: 치과의원 중심으로

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## 요약

본 연구는 서울지역 치과의원에 근무하는 272명을 대상으로 치과의원에서 심각한 문제로 대두된 이직현상을 줄이는 전략적 방안을 제시하고자 조직문화 유형을 알아보고 그에 따른 직무만족도 간의 관계를 조사한다. 구체적인 연구내용을 살펴보면, 첫째, 치과구성원의 일반적인 특성에 따른 조직문화유형, 직무만족도, 이직의도의 차이를 확인한다. 둘째, 조직문화와 직무만족도에 따라 이직의도에 어떠한 미치는지 규명하고자 한다. 또한 직무만족도를 매개로 하였을 때 조직문화와 이직의도 사이에서 어떠한 영향력이 있는지 규명한다. 이와 같은 연구내용을 수행하기 위해 조직문화, 직무만족도, 이직의도에 대한 선행연구를 심층적으로 조사하고, 설문조사를 통해 얻어진 양적 자료를 통해 인과관계를 규명한다. 연구결과 합리적 문화가 직무만족도를 향상시키고 이직의도를 줄이는 것으로 나타났다. 업무의 능률성과 치과의 생산성을 중요시 하는 합리문화가 형성되는 위해서는 치과근무자들간의 자유로운 커뮤니케이션과 소통, 아이디어를 공유하는 개발문화가 먼저 형성되어야 한다.

## A Study on Improving Turnover Intention: - Focusing on Based Dental Clinics -

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## ABSTRACT

In this study, the types of organizational culture and their relations with job satisfaction are investigated to suggest strategic plans that may reduce turnover issues in dental clinics by surveying 272 employees at dental clinics located in the Seoul metropolitan area. Specifically, the differences in the types of organizational culture, job satisfaction, and turnover intention based on socio-demographic attributes of those employees are first investigated. The effect of organizational culture and job satisfaction on turnover intention is also confirmed, and the effect of organizational culture on turnover intention with job satisfaction as a mediator is examined. In order to achieve the research objectives, previous studies on organizational culture, job satisfaction, and turnover intention were extensively reviewed, and causal relations were investigated through quantitative data obtained from survey. As a result, rational culture improved job satisfaction and reduced turnover intention. In order to establish rational culture that focuses on work efficiency and productivity of dental clinics, unconstrained communication among employees and developmental culture must first be established.

Key Words : Dental clinic; Turnover intention; Organizational culture, Job satisfaction, Medical Service Quality

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## I. Introduction

Healthcare institutions in today's society are striving to gratify patient needs further expanded by the improvement of customer health knowledge and quality of life. Taking this change into account, healthcare administrators have been focusing on managerial innovation in order to better understand customer needs and to provide outstanding services. In particular, healthcare institutions are emphasizing the importance of human resources management to promote organizational performance, and studying leadership, organizational culture, and job satisfaction as core components[1]. This trend has connotations of diverse managerial strategies for improvement in organizational competitiveness and performance promotion as well as ceaseless competition to achieve them.

However, for healthcare practitioners, changes in social structures, work environment, and conditions and social issues including child support have become stress factors. This has caused reduced organizational competitiveness as well as productivity, and it naturally brought out a new problem of turnover in sharp relief among those individuals. When looking at the statistical data on turnover of employees at healthcare institutions in Korea, the average length of service of nurses at general hospitals is 6.4 years with 9.1 years for healthcare technicians and 5.7 years for dental staff[2]. In addition, recent studies show that over 60% of dental practitioners have experienced turnover[1]. Therefore, without a doubt, turnover in healthcare institutions must be fully managed from an administrative perspective. Turnover leads to

various issues including organizational management aspects of securing and maintaining nursing and financial aspects of expenses necessary for recruiting, selecting, and training new labor forces.

Turnover and turnover intention shall not be construed as identical concepts; however, turnover intention has been adopted as a useful index for its high likelihood to lead to actual turnover. In specific, turnover intention well explains the actual turnover behavior, and research on turnover intention is more precise and cost-effective than that on turnover behavior itself. Furthermore, research on changes in the variables affecting turnover intention can develop preventive measures[3].

In pursuit of reducing turnover intention, various studies on leadership-related[4], organizational culture-related[5], and job satisfaction, empowerment, and job stress-related[6] dimensions have been conducted to date in Korea. Because healthcare institutions, in particular, pursue various changes and innovation in order for organizational survival and success, many studies have emphasized organizational culture[7]. Through these studies, healthcare institutions in Korea have been endeavoring to create and develop appropriate organizational culture.

Nevertheless, most of the studies on turnover intention conducted in Korea so far have mainly focused on large-sized general hospitals. Because healthcare institutions have different and diverse forms of culture, these retain significant limitations. In this study, smaller-sized dental clinics over large-sized hospitals are selected for study. Particularly, the types of organizational culture to support efficient job performance and to increase job

satisfaction among organizational members to ultimately reduce the chronic turnover rate of dental clinics are closely examined in this study. In dental clinics, dentists and staff are directly related and interact with each other, and thus organizational culture is especially important for clinic management.

Dental practitioners, who are at the same time chief executive officers, have a great store of clinical knowledge, and they wish to secure quality employees to enhance service quality, managerial efficiency, and organizational competitiveness. Meanwhile, employees prefer an organization that best satisfies individual needs, and they require better work environment, remuneration, promotion, and vision. When this relation goes off balance, organizational culture cannot be created and turnover phenomena naturally occur. Turnover intensifies work stress on organizational members themselves, inflicts negative influence on the remaining employees, organizational effectiveness, and productivity. Therefore, understanding turnover intention, a preceding variable to the actual turnover, is extremely important.

This study is conducted with the following objectives. First, the differences in the types of organizational culture, job satisfaction, and turnover intention according to general characteristics are identified. Second, the effect of organizational culture and job satisfaction on turnover intention is examined. In addition, the impact between organizational culture and turnover intention is investigated while having job satisfaction as a mediator. In order to achieve these objectives, the following are performed in this study. First,

preceding studies on turnover intention reduction are reviewed in depth. Second, hypotheses on the relations among organizational culture, job satisfaction, and turnover intention perceived by employees at dental clinics are established. Last, specific measures to reduce turnover intention are suggested based on the results of this study. This study ultimately provides with preliminary data for efficient human resources management and work improvement by analyzing the effect of the types of organizational culture and job satisfaction factors perceived by employees at dental clinics on turnover intention.

## II. Literature Review

Quite recently, organizational culture began to receive attention from academia since it affects organizational performance in accordance with its attributes and intensity[8]. The types of organizational culture are differentiated widely depending on the elements that explain and perspectives that view the organizational culture [9]. In specific, various viewpoints toward organizational culture include the ideological viewpoint[10], transaction-oriented viewpoint [11][12], culture-strategic viewpoint[13], and environmental change viewpoint[14]. Among these, the organizational culture model suggested by Quinn and McGrath[14] has been most frequently used for typological research. From an environmental change perspective, they suggested a 'competing values approach' that criticized conventional approaches in which organizational performance was determined

from a limited single aspect. No matter how vastly it collects resources, an organization may not be deemed effective if the resources do not lead to achieving objectives or conflict between management and employees intensifies in the process of achieving productivity and objectives. The competing values approach remedies such issues of the traditional single-sided assessment.

The competing values approach divides organizational culture into human-oriented organizational culture and task-oriented organizational culture based on organizational criteria such as flexibility-control, welfare benefits, and means-objectives dimension. Furthermore, it classifies the types of organizational culture into consensual culture, developmental culture, rational culture, and hierarchical culture. Consensual culture values morale, agglutinability, and participatory decision making of organizational members. Developmental culture emphasizes innovation and ideas. Rational culture is goal-oriented, and it emphasizes productivity and efficiency. Hierarchical culture focuses on stability and control. Preceding studies also expressed consensual culture as group culture, clean culture or relation culture, developmental culture as innovation culture or progressive culture, hierarchical culture as bureaucratic culture or stratified culture, and rational culture as productivity culture.

In general, variables implied by organizational effectiveness include job satisfaction, organizational commitment, quality of health services, and patient satisfaction [1][15]. Healthcare institutions are interested in job satisfaction because not only is it the main objective of employees, but it also affects

employee attitude toward the organization. Job satisfaction is important to employees in healthcare for the following reasons. First, job itself is linked to intrinsic values including joy and stress. Second, high job satisfaction improves employee morale and will to work, and thus it reduces turnover and absence rates that may control organizational issues[16]. Third, it acts as a positive or negative factor toward the customer, and it directly affects human resources management and organizational productivity[17]. Therefore, job satisfaction is the strongest factor to create organizational unity and amicable human relations to reduce turnover rates among employees[16].

A variety of studies have been conducted on job satisfaction at healthcare institutions. Studies focusing on the relationship between leadership and job satisfaction reported that transformational leadership enhances job satisfaction[18][19][20], and studies focusing on the relationship between organizational culture and job satisfaction reported that developmental culture and consensual culture improve job satisfaction[21][22]. In addition, some argued that job stress directly affects burnout and job satisfaction[23] and structuralized the relations among empowerment, job satisfaction, and turnover[6]. In the majority of preceding studies, job satisfaction was used as a dependent variable and many variables including leadership and organizational culture were designated as independent variables. Furthermore, they mostly focused on the nursing staff at large-sized general hospitals or employees at state-run hospitals. Although this study is mainly based on the preceding studies, it focuses on smaller-sized dental

clinics to distinguish the differences in job satisfaction among the employees at large-sized general hospitals and those at dental clinics in detail.

Meanwhile, turnover intention is defined as a voluntary intention to deviate from the organization in response to job satisfaction. Turnover of employees at healthcare institutions not only affects organizational performance directly, but it also affects institutions and customer relations in the long term[24]. As a consequence, turnover may affect patient care directly and cause a negative effect on the remaining employees at the institution[25]. Most of the studies on turnover to date have focused on outbound changeover in the narrow sense of the term.

Many healthcare institutions continue to conduct research on turnover by designating leadership, organizational culture, job satisfaction, organizational commitment, and empowerment as independent variables and turnover intention as a dependent variable. In this study, the turnover intention model is segmented into socio-demographic variables, independent variables, and mediator variables. In specific, the indirect effect of independent variables on turnover intention through job satisfaction as a mediator is investigated in this study. In a rapidly changing healthcare environment, healthcare institutions must design effective strategies to secure and manage quality human resources and minimize turnovers in pursuit of improving competitiveness.

### III. Research Model and Hypothesis

In <Figure 1>, the research model of this study to investigate the effect of the types of organizational culture and job satisfaction factors perceived by employees at dental clinics is illustrated. First, the differences in the types of organizational culture, job satisfaction, and turnover intention in accordance with general attributes of survey respondents are analyzed. Subsequently, the types of organizational culture are set as independent variables with job satisfaction as a mediator and turnover intention as a dependent variable.

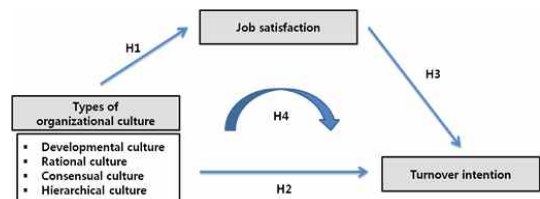


그림 1. 이직의도에 대한 조직문화유형과 직무만족의 영향  
Fig. 1 Effect of types of organizational culture and job satisfaction on turnover intention

In this study, research hypotheses are established as follows.

H1: The effect of organizational culture on job satisfaction differs by the specific culture perceived by employees at dental clinics.

H1-1: Developmental culture perceived by employees at dental clinics has a positive effect on job satisfaction.

H1-2: Rational culture perceived by employees at dental clinics has a positive effect on job satisfaction.

H1-3: Consensual culture perceived by employees at dental clinics has a positive effect on job satisfaction.

H1-4: Hierarchical culture perceived by employees at dental clinics has a positive effect on job

satisfaction.

H2: The effect of organizational culture on turnover intention differs by the specific culture perceived by employees at dental clinics.

H2-1: Developmental culture perceived by employees at dental clinics positively reduces turnover intention.

H2-2: Rational culture perceived by employees at dental clinics positively reduces turnover intention.

H2-3: Consensual culture perceived by employees at dental clinics positively reduces turnover intention.

H2-4: Hierarchical culture perceived by employees at dental clinics positively reduces turnover intention.

H3: The effect of job satisfaction on turnover intention differs by the specific satisfaction perceived by employees at dental clinics.

H4: Job satisfaction perceived by employees at dental clinics plays a mediating role in the relationship between the types of organizational culture and turnover intention.

H4-1: Job satisfaction plays a mediating role in the relationship between developmental culture and turnover intention.

H4-2: Job satisfaction plays a mediating role in the relationship between rational culture and turnover intention.

H4-3: Job satisfaction plays a mediating role in the relationship between consensual culture and turnover intention.

H4-4: Job satisfaction plays a mediating role in the relationship between hierarchical culture and turnover intention.

## IV. Methodology

The research tools are structuralized based on the survey questionnaire designed in accordance with preceding studies and literature review. The structure of the survey was divided into three groups of organizational culture, job satisfaction, and turnover intention with total 43 items. It was primarily based on the competing values model of Quinn and McGrath [14] for organizational culture, and was further modified into total 12 items to suit healthcare institutions. To measure job satisfaction, 15 items were selected after referring to the surveys developed by Williams and Anderson and Lynn and Susan [26][27]. To measure turnover intention, total 4 items among the survey items developed by Price and Muller were selected and modified to suit the dental clinics in this study. These items were on a five-point likert scale[28].

In order to analyze the measurement and structural models in this study, an SPSS Win 12.0 package was used. First, frequency analysis was performed to identify the frequency and ratio of general characteristics. Subsequently, t-test and ANOVA were conducted to compare the disparities by socio-demographic attributes, job classification, remuneration, dental career experience, length of service at current dental clinic, and region.

## V. Results

### 5.1. Socio-demographic attributes of sample

In this study, the survey was conducted of employees at dental clinics in the Seoul metropolitan

area, and their socio-demographic attributes are as shown in <Table 1>. Among the 272 respondents total, 20 were males (7.4%) and 252 were females (92.6%). The majority of the respondents were younger than 30 years old (88%) and received junior college education or more (88%). Distribution of job classification was in the order of dental hygienist (n=160, 58.8%), nurse's aide (n=48, 17.6%), and consultation & coordination (n=42, 15.4%). Finally, most of the research sample earned less than two million won per month (66%), had dental career experience for less than six years (69.1%), and had been working at the current dental clinic for less than three years (88%).

	coordination		
	Dental technician	12	4.4%
	Administrative	10	3.7%
	Nurse's aide	48	17.6%
Remuneration	<1.5 mil won	86	31.6%
	1.5 mil ~ 2 mil won	96	35.3%
	>2 mil won	90	33.1%
Dental career experience	1 ~ 3 years	98	36.0%
	4 ~ 6 years	90	33.1%
	7 ~ 10 years	56	20.6%
	11 years or more	28	10.3%
Length of service at current dental clinic	1 ~ 3 years	240	88.2%
	4 ~ 6 years	26	9.6%
	7 years or more	6	2.3%
Region	Western	100	36.8%
	Northern	66	24.3%
	Southern	106	39.0%

## 5.2. Measurement tools assessment

<Table 3> shows the factor matrix of organizational culture, job satisfaction, and turnover intention after Varimax. In this study, reliability and validity of the 43 survey items were confirmed.

표. 1 조사응답자의 사회-인구통계학 속성  
Table. 1 Socio-demographic attributes of survey respondents

Classification		N	%
Age	≤25	118	43.4%
	≤30	122	44.9%
	≥31	32	11.8%
Gender	Male	20	7.4%
	Female	252	92.6%
Education	High school	30	11.0%
	Junior college	198	72.8%
	University & above	44	16.2%
Marital status	Married	68	25.0%
	Single	204	75.0%
Job classification	Dental hygienist	160	58.8%
	Consultation &	42	15.4%

Validity refers to the degree to which a study accurately reflects or assesses the specific concept that the researcher is attempting to measure, and factor analysis was performed to confirm the validity in this study. Furthermore, the Cronbach's  $\alpha$  coefficient was calculated to assess the internal conformity, i.e. reliability, reflecting that the measurement variables within a factor are affected by the single factor. Conventionally, the minimum criterion for the Cronbach's  $\alpha$  coefficient is 0.7.

The Cronbach's  $\alpha$  coefficients of the types of organizational culture, job satisfaction, and turnover intention as well as the mean values of each variable are shown in <Table 2>. In this study, the internal conformity was enhanced by eliminating particular items in case where the overall Cronbach's  $\alpha$  coefficient became larger based on the results of Lee[29]. First, the types of organizational culture were divided into four types of developmental culture, rational culture, hierarchical culture, and

consensual culture with the  $\alpha$  coefficient of 0.8225. The reliability of the items for organizational culture was high even without having to exclude particular items. On the contrary, the overall  $\alpha$  coefficient of the items for job satisfaction was 0.7009. Items 'help from colleague', 'resolving problem with colleague', and 'repetition of tasks' were higher than the overall  $\alpha$  coefficient, and thus they were eliminated in this study. Turnover intention was lower than the overall  $\alpha$  coefficient of 0.7866, and thus no item was eliminated.

When the mean values are examined as shown in <Table 2>, the majority of employees at dental clinics believed that their organizational culture was closer to rational culture. In specific, the mean values of rational culture, hierarchical culture, consensual culture, and developmental culture were 3.51, 3.30, 3.23, and 3.22, respectively. Moreover, the mean value of job satisfaction was 3.261 and that of turnover intention was 3.014.

표. 2 신뢰성 분석 및 평균과 표준편차(N=272)  
Table. 2 Reliability test with mean and standard deviation (N=272)

	Variable	Cronbach $\alpha$	Mean, S.D.
Independent	Developmental culture	0.8939	3.221±0.904
	Rational culture	0.8541	3.514±0.846
	Hierarchical culture	0.7937	3.301±0.796
	Consensual culture	0.6248	3.232±0.797
Mediator	Job satisfaction	0.7009	3.261±0.845
Dependent	Turnover intention	0.7866	3.014±0.944

<Table 3> shows the results of factor analysis of organizational culture with four factors of

developmental, rational, hierarchical, and consensual. Variance ratios of factors 1, 2, 3, and 4 were 22.583%, 18.510%, 17.164%, and 15.045%, respectively. The gross cumulative variance ratio for these four factors was 73.3%. Job satisfaction as a mediator had one factor, and its cumulative variance ratio was 40.834%. Turnover intention as a dependent variable also had one factor with cumulative variance ratio of 61.100%.

### 5.3. Correlations among types of organizational culture, job satisfaction, and turnover intention

The Pearson correlation analysis was performed to investigate the correlations among the variables in this study as shown in <Table 4>. Since these correlations have been deduced from factor analysis, the correlation coefficient among the different organizational cultures was 0. The correlations for job satisfaction were in the order of developmental culture (0.494), consensual culture (0.366), and rational culture (0.283). In this case, the correlation for hierarchical culture was 0.094, and it had the lowest correlation among all of the culture types. The correlations between turnover intention and types of organizational culture were in the order of developmental culture (-0.214), consensual culture (-0.146), rational culture (-0.310), and hierarchical culture (-0.108).

All of these correlations had negative values, and thus there was no influence on turnover intention. The correlation between job satisfaction and turnover intention was -0.487 implying that the higher job satisfaction, the lower turnover intention.

표. 3 조직문화의 유형, 직무 만족, 이직의도에 대한 요인 분석  
Table. 3 Factor analysis on types of organizational culture, job satisfaction, and turnover intention

Construct	Measurement concept	Item	Factor 1	Factor 2	Factor 3	Factor 4
Independent variable	Developmental culture	Ideas of organizational members are selected and implemented.	0.873	0.198	0.236	0.072
		Exchange of ideas and agreement process are flexible.	0.858	0.302	0.191	-0.089
		Ideas are drastically implemented if good performance is anticipated.	0.748	0.345	0.281	0.068
	Consensual culture	Trust is established through participation and discussion.	0.459	0.727	0.212	0.118
		Sense of organizational unity is greatly valued.	0.290	0.774	0.300	0.089
		Employee morale and teamwork are greatly emphasized.	0.271	0.699	0.329	-0.093
	Rational culture	Efficiency, productivity, and profit are valued.	0.155	0.219	0.833	0.135
		Organizational members fully complete given tasks.	0.306	0.268	0.653	0.239
		Organizational members are assertive in every affair.	0.383	0.337	0.670	-0.044
	Hierarchical culture	It is difficult to alter work processes.	0.118	-0.182	0.230	0.689
		The existing practices are emphasized when carrying out the duty.	-0.072	-0.005	0.109	0.780
		To employees, work has high priority over personal matters.	0.019	0.297	-0.105	0.773
Eigen value			2.710	2.221	2.060	1.805
Total variance			22.583	18.510	17.164	15.045
Cumulative variance			22.583	41.093	58.257	73.302
Construct	Measurement concept	Item	Factor 1	Eigen value	Total variance	Cumulative variance
Mediator	Job satisfaction	No concrete methods are known to carry out the duty.	0.417	4.083	40.834	40.834
		It is easy to achieve good results if done correctly.	0.653			
		Feedback is provided.	0.694			
		I like the given job and tasks.	0.693			
		My work has stability.	0.723			
		There are additional remuneration and benefits.	0.622			
		Personal growth and development in terms of work is promised.	0.753			
		I receive respect and fair treatment from the organization.	0.725			
		I receive compensation as much as I contribute to the organization.	0.675			
Dependent variable	Turnover intention	I think about work changeover from time to time.	0.787	2.444	61.100	61.100
		Given similar terms and conditions, I might consider turnover.	0.806			
		I will find a new job in the near future.	0.823			
		Responsibilities and liabilities of job are not clearly defined.	0.706			

표. 4 조직문화유형, 직무만족, 이직의도간의 상관관계  
Table. 4 Correlations among types of organizational culture, job satisfaction, and turnover intention

	Developmental culture	Consensual culture	Rational culture	Hierarchical culture	Job satisfaction	Turnover intention
Developmental	1.000	0.000	0.000	0.000	0.494***	-0.214*
		1.000	1.000	1.000	0.000	0.013
Consensual		1.000	0.000	0.000	0.366***	-0.146
			1.000	1.000	0.000	0.093
Rational			1.000	0.000	0.283**	-0.310***
				1.000	0.001	0.000
Hierarchical				1.000	0.094	-0.108
					0.279	0.213
Job satisfaction					1.000	-0.487***
						0.000

\* denotes statistical significance at 10%, \*\* denotes statistical significance at 5%, and \*\*\* denotes statistical significance at 1%.

### 5.4. Hypothesis testing

First, hypothesis 1 “The effect of organizational culture on job satisfaction differs by the specific culture perceived by employees at dental clinics” was tested. The result of multiple regression analysis on the types of organizational culture and job satisfaction is shown in <Table 5>. In case of hypothesis 1, R<sup>2</sup> was quite high with 68.3%, and developmental, consensual, and rational cultures were statistically significant.

표. 5 조직문화유형과 직무만족에 대한 다중회귀분석  
Table. 5 Multiple regression analysis on types of organizational culture and job satisfaction

Independent variable	B (Regression coefficient)	β (Standardized regression coefficient)	t-value	P-value
Developmental culture	0.480	0.494	7.712	0.000***
Consensual culture	0.355	0.366	5.715	0.000***
Rational culture	0.274	0.283	4.412	0.000***
Hierarchical culture	0.091	0.094	1.465	0.145

R<sup>2</sup>=0.683, Modified R=0.267, F(p)=28.438(0.000\*\*\*)

\* denotes statistical significance at 10%, \*\* denotes statistical significance at 5%, and \*\*\* denotes statistical significance at 1%.

However, hierarchical culture was not statistically significant with p=0.145. In specific, standardized regression coefficient β of developmental culture was the highest for dental clinics with 0.494 followed by consensual culture (β=0.366) and rational culture (β=0.283) implying that developmental culture is the type of organizational culture to improve job satisfaction. Although hierarchical culture had a positive direction with 0.094, it was not statistically

significant. This result was dissimilar to that of Park[20] targeting state-run hospitals that identified consensual culture to be the type of culture that enhanced job satisfaction. However, Cho et al. [9] reported that developmental culture improves job satisfaction in private general hospitals, which coincides with the result of this study. According to the above result, the dental clinics in this study retained high satisfaction for cultures of accepting ideas, productivity improvement, stability, employee morale, and decision making but low satisfaction for hierarchical culture that represents organizational structures with vertical relations and strong control. Therefore, hypotheses 1-1, 1-2, and 1-3 were statistically significant to affect positively on job satisfaction. Meanwhile, hypothesis 1-4 was positive but not statistically significant, and thus it was partially accepted.

Second, hypothesis 2 “The effect of organizational culture on turnover intention differs by the specific culture perceived by employees at dental clinics” was tested. The result of multiple regression analysis on the types of organizational culture and turnover intention is shown in <Table 6>. In case of hypothesis 2, R<sup>2</sup> was 41.7%. All of the organizational culture types had different levels of negative effect, and they were shown to reduce turnover intention. In specific, developmental (β=-0.213) and rational (β=-0.309) cultures were statistically significant at 5% and 1% respectively. However, consensual and hierarchical cultures were found not significant even at 10%. Therefore, only developmental and rational cultures were found to affect turnover intention in this study.

According to the above result, the types of organizational culture that reduced turnover

intention were developmental culture with good idea exchange and communication and rational culture focusing on clarification of objectives and rational judgment. In addition, hypotheses 2-1 and 2-3 were statistically significant to reduce turnover intention at dental clinics. However, hypotheses 2-2 and 2-4 reduced turnover intention but were not statistically significant, and thus they were partially accepted.

표. 6 조직문화유형과 이직의도에 대한 다중회귀분석  
Table. 6 Multiple regression analysis on types of organizational culture and turnover intention

Independent variable	B (Regression coefficient)	β (Standardized regression coefficient)	t-value	P-value
Developmental culture	-0.214	-0.213	-2.667	0.009**
Consensual culture	-0.146	-0.145	-1.816	0.072
Rational culture	-0.309	-0.309	-3.860	0.000***
Hierarchical culture	-0.108	-0.108	-1.345	0.181

R<sup>2</sup>=0.417, Modified R=0.174, F(p)=6.798(0.000\*\*\*)

\* denotes statistical significance at 10%, \*\* denotes statistical significance at 5%, and \*\*\* denotes statistical significance at 1%.

Third, hypothesis 3 “The effect of job satisfaction on turnover intention differs by the specific satisfaction perceived by employees at dental clinics” was tested. The result of multiple regression analysis on job satisfaction and turnover intention is shown in <Table 7>.

In case of hypothesis 3, R<sup>2</sup> was 48.7% and job satisfaction was shown to be statistically significant in affecting turnover intention at 1%. According to the above result, job satisfaction had a negative effect, and thus the lower job satisfaction, the higher turnover intention. In other words, job stability,

compensation, and personal growth and development were confirmed to enhance job satisfaction and reduce turnover intention.

표. 7 직무만족과 이직의도에 대한 다중회귀분석  
Table. 7 Multiple regression analysis on job satisfaction and turnover intention

Independent variable	B (Regression coefficient)	β (Standardized regression coefficient)	t-value	P-value
Job satisfaction	-0.485	-0.076	-6.423	0.000**

R<sup>2</sup>=0.487, Modified R=0.237, F(p)=41.252(0.000\*\*\*)

\* denotes statistical significance at 10%, \*\* denotes statistical significance at 5%, and \*\*\* denotes statistical significance at 1%.

Fourth, hypothesis 4 “Job satisfaction perceived by employees at dental clinics plays a mediating role in the relationship between the types of organizational culture and turnover intention” was tested. <Table 8> shows the result of multiple regression analysis on the effect of different types of organizational culture on turnover intention with job satisfaction as a mediator.

표. 8 조직문화유형, 직무만족, 이직의도에 대한 다중회귀분석  
Table. 8 Multiple regression analysis on types of organizational culture, job satisfaction, and turnover intention

Independent variable	B (Regression coefficient)	β (Standardized regression coefficient)	t-value	P-value
Developmental culture	0.000	0.000	0.001	0.999
Consensual culture	0.013	0.013	0.149	0.882
Rational culture	-0.186	-0.186	-2.309	0.023*
Hierarchical culture	-0.067	-0.067	-0.882	0.379
Job satisfaction	-0.445	-0.433	-4.203	0.000***

R<sup>2</sup>=0.524, Modified R=0.274, F(p)=9.675(0.000\*\*\*)

\* denotes statistical significance at 10%, \*\* denotes statistical significance at 5%, and \*\*\* denotes statistical significance at 1%.

In case of hypothesis 4, only rational culture had a negative effect on turnover intention at statistical significance level of 10%, and developmental, consensual, and hierarchical cultures did not have a statistically significant effect on turnover intention. With regard to the mediator role of job satisfaction toward turnover intention, job satisfaction was found to negatively affect turnover intention at statistical significance level of 1%. In addition, developmental culture was shown as not statistically significant, and thus job satisfaction was shown to play a complete mediator role. However, when compared to the effect of rational culture on turnover intention, the degree of effect decreased from -0.309 of H2 to -0.186 implying that job satisfaction played a partial mediator role between rational culture and turnover intention.  $R^2$  was quite high with 52.4%, and thus it was reliable. Based on the above result, job satisfaction was confirmed to reinforce the types of organizational culture and turnover intention. Although improving clinic performance through productivity and work efficiency is of importance, creating a culture that supports effective communication and sharing of ideas is necessary. This would ultimately contribute to laying the foundation for sustainable growth and development as well as realizing efficient management of dental clinics.

## VI. Discussion

One of the most difficult aspects of managing dental clinics is the turnover phenomenon. This study was initiated to deduce countermeasures for

reducing this phenomenon by identifying turnover intention prior to the actual turnover. Among the 4,000 dental clinics in the Seoul metropolitan area[30], 272 employees at 68 dental clinics in the western, northern, and southern regions were randomly selected for analysis. In this study, the types of organizational culture were examined and their relations with job satisfaction were investigated in order to suggest strategies for reducing turnover intention at dental clinics. To date, studies on organizational management in Korea selected leadership, organizational culture, job satisfaction, organizational commitment, and turnover intention as important variables targeting the employees at state-run hospitals as well as privately-owned general hospitals[4][20][31][32]. When taking healthcare institutions into account, the research target was divided into dental clinics and network hospitals, and the majority of studies focused on hospitals[33]. Therefore, research on dental healthcare institutions has been rather insufficient. According to the recent Statistical Yearbook published by the Ministry of Health & Welfare [30], the number of dental practitioners increased from 21,569 in 2005 to 24,629 in 2009. In addition, the number of dental clinics rose from 12,520 in 2005 to 14,071 in 2009. Since a continuous increase in the number of dental clinics is anticipated in the future, consistent research on these institutions is inevitable.

As mentioned earlier, the purpose of this study is to suggest strategies for dental clinics to become competitive by enhancing work efficiency and productivity in the rapidly evolving healthcare environment. For this, the effect of the types of organizational culture and job satisfaction perceived

by organizational members on turnover intention was investigated. From a methodological perspective, self-reported survey method was used in this study. First, an SPSS Win 12.0 package was used to perform frequency analysis, t-test, and ANOVA in order to understand the socio-demographic attributes of respondents. Based on the results from these, the differences in the mean values in accordance with the socio-demographic attributes, job classification, remuneration, dental career experience, and region were compared. Second, the Cronbach's Alpha values were deduced to confirm the reliability of the measurement model, and verified the validity among the variables through factor analysis. Last, causal relations among independent, mediator, and dependent variables were tested through multiple regression analysis using the factors newly deduced from factor analysis.

Reviewing the descriptive statistics for organizational culture, the means of its types were in the order of rational culture, hierarchical culture, consensual culture, and developmental culture that reflect the reality of dental clinics today where efficiency, productivity, and profit per patient are especially valued. In addition, the low level of developmental culture indirectly suggests that various conflicts exist among the organizations. Not only is organizational culture greatly affected by the upper systems of societal and industrial cultures, it is also affected by various internal factors of the organization. Therefore, accurately diagnosing organizational culture that underlies each organization is extremely important for efficient organizational management. In case of the types of organizational culture, employees who had been

working for a long period of time at the current dental clinic were high in developmental, consensual, and rational cultures as well as in job satisfaction. On the contrary, employees with career experience of 1~3 years or less were high in consensual and hierarchical cultures. As career experience become longer, rational culture with effective communication and high autonomy was higher. Employees with a relatively shorter experience are passionate and eager to learn, and thus hierarchical and consensual cultures were more common for them.

The results of hypothesis testing on turnover intention are as follows. First, the types of organizational culture to improve employee job satisfaction were high in the order of developmental, consensual, and rational cultures with statistical significance. Organizational members perceive the highest job satisfaction when their ideas and thoughts are sufficiently shared with others. This argument in which developmental culture enhances job satisfaction implies that progressive culture that supports and accepts creative thinking of organizational members affects job satisfaction. Second, developmental and rational cultures were shown to reduce turnover intention among the employees at dental clinics with statistical significance. Therefore, organizational unity and humanistic aspects have become important for healthcare institutions, and an increase in productivity through work efficiency and clear work guidelines has gained a substantial importance. Indeed, this relates to the recent uncertainty and excessive competition that threaten employees' right to live. Organizational members now accept

institutional competitiveness and image reformation as their personal responsibilities for survival, and this has a close connection with turnover intention. Third, job satisfaction and turnover intention have a consistent and significant relationship with each other. With this in consideration, societal support, conflict resolution, self-fulfillment, and compensation systems establishment shall be promoted for organizational members of dental clinics. Fourth, in terms of the mediator effect of job satisfaction, rational culture increased job satisfaction and reduced turnover intention in this study. In other words, job satisfaction has a partial mediator effect between rational culture and turnover intention.

The results of this study are not too different when compared to those of the studies that focused on state-run hospitals and privately-owned general hospitals. The only notable difference was in the types of organizational culture in accordance with the difference in organizational scale and environment. The limitations of this study are as follows. First, this study focused on the Seoul metropolitan area, and thus its results may not be generalized. Second, the overall opinions and thoughts of dental practitioners are not consolidated since survey on job satisfaction and turnover intention was not conducted in detail. These issues may be alleviated in the future research.

## VII. Conclusion

Dental clinics in Korea are facing serious and excessive competition today. In particular, their

existence depends on price competition and quality of services provided. Therefore, dental clinics are continuously trying to improve the quality of care, performance, and productivity. In order for these institutions to improve organizational performance and promote efficiency, leadership to establish appropriate organizational culture is absolutely necessary. Nevertheless, turnover phenomenon that adversely affects organizational efficiency and productivity has become a very difficult issue for dental clinics. Turnover is the biggest cause of financial loss in human resources management, and it even substantially affects patient management and the remaining employees at the organization. Therefore, deducing effective strategies to enhance job satisfaction and reduce turnover intention through appropriate organizational culture is most important. The results of this study also support the argument that turnover intention at dental clinics should be reduced through rational culture and improved job satisfaction.

Based on the findings of this study, the following practical implications are suggested for management of dental clinics. First, developmental culture improves job satisfaction, and developmental and rational cultures reduce turnover intention. In order to create developmental culture, ideas shall be shared through free communication. In other words, organizational members should be able to freely talk about the relations with patients and head doctor, etc. Based on this first step toward organizational culture change, collaborative care, dental health education and prevention, managerial participation, and professional consultation shall be achieved to promote work efficiency. Creating this type of

organizational culture and improving satisfaction will effectively reduce turnover intention. Second, rational culture was found to reduce turnover intention when mediated by job satisfaction. In order to change the existing culture to rational culture, developmental culture shall precede. Furthermore, empowerment should also be promoted so that organizational members may achieve excellent performance with autonomy. Solid motivation will also reduce turnover intention naturally by improving job satisfaction and organizational commitment. This form of change will create a synergistic win-win effect between dental clinic and its employees.

According to the results of this study, dental clinics have very unique organizational cultures when compared to other kinds of organizations. For these institutions, performance-based organizational culture that suits the recent healthcare environment is strongly recommended. Although organizational culture is intangible, it is without a doubt changeable. Creating an appropriate organizational culture of dental clinics requires strong leadership in particular. Based on strong leadership, both the top management and employees of dental clinics must work together to create a healthy and appropriate organizational culture.

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