

Impact of Organizational Culture and Employee Engagement on Intention to Quit Among Medical Professionals During Covid -19 Pandemic

AMEEN ALHARBI
College of Business Administration,
University of Business and Technology,
Jeddah,
SAUDI ARABIA

Abstract: - Maintaining proactive health workers having the capabilities to be top performers is acknowledged as a pre-requisite for the long-term success and sustainability of expert doctors in hospitals in lieu of COVID-19 standardised procedures. The present study aims to fill the research gaps that have been identified and find out the impact of prevailing organizational culture on employee engagement and intention to quit. Employee engagement and organisational culture were anticipated to play a pivotal role in the connection among both proactive health workers and their intention to quit as per the undertaken study. The study was conducted on 156 Doctors from several Saudi Arabian hospitals with more than two years of experience and was used as a sample using purposive random sampling techniques. It was found that doctors are involved in experimentation during the Covid which we believe was the need of the hour to experiment with various possible techniques and tools for the sake of survival. Intellectual and affective engagement was also found to be high among doctors and intention to quit the job was found to be at a moderate level. Intention to quit was found to be negatively correlated with all the dimensions of employee engagement.

Key-Words: - Organizational culture, intention to quit, employee engagement, health workers, COVID-19.

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1 Introduction

An organisation's culture can have a significant impact on the employees. An optimistic, open culture can foster confidence and commitment among employees, inspiring them to be passionate about their work and dedication to the company. Employees who are at ease inside the cultural context are much more likely to have actively involved in their role and the company, which can lead to increased exuberance and productivity. Employee engagement doesn't have any single, universally accepted definition. The Chartered Institute of Personnel and Development defines employee engagement in three dimensions:

- **Intellectual Engagement:** Deliberately thinking more about the job as well as how to perform better. Intellectual engagement is an absorptive, innovatively energised focus that results in a long-term individual dedication to exploration, exploration, problem-solving, and investigation.
- **Affective Engagement:** A positive outlook toward doing a fine job.

Social Engagement entails actively taking advantage of every opportunity to discuss workplace advancements with co-workers.

Organizational Culture: The OCTAPACE culture is defined by the presence of openness, potential conflict, trust, integrity, assertiveness, autonomy, collaborative effort, and experimentation, and it addresses the magnitude to which these principles are endorsed in the organisation, [1].

Openness and Risk Taking: Employees are free to articulate their opinions, and the organisation is keen to consider taking risks and trying new things with new notions and methods of doing things.

Trust: Employees, departments, as well as associated groups trust each other and can be counted on to "do what they claim they would be doing."

Pro-action: Employees seem to be action-oriented, prepared to take the initiative, and demonstrate a high threshold of pro-activity. They recognize the problem and begin to act or respond quickly to future demands.

Experimentation: Experimentation as a valuation stresses the relevance of innovation and

trying innovative approaches toward the problems in the organisation.

Intention to quit: Intention to leave is described as a sentient and purposive wish to leave an organisation in the near future, and that is the final step within the withdrawal cognition process, [2].

Employers are concerned about employees' intentions to quit, either permanently or temporarily, and perhaps to change jobs. When employees do not care about their jobs, their ability to focus and motivation are probably lost, which results in a reduction in the organization's productivity and efficiency. Many factors contribute to employees' desire to leave the organisation, such as employees' perceptions that the organisation is no longer capable of meeting their requirements. They show signs of dwindling productivity levels, which will have an impact on corporate activity disruption, such as steadily increasing absenteeism, less enthusiasm, and a steady decline in performance.

Employee intention towards quitting their job is a major threat to the organization. Many factors arise which may affect the intention of an employee towards turnover. Turnover directly relates to the performance or productivity of the organization in other words, turnover might influence the status of the organization. Intention can be defined as a purpose that arises from within oneself toward something. Whenever someone intends to do something, they are more likely to do it. In, [3], referencing previous researchers, stated that intention is by far the most direct indicator of actual behaviour. As a consequence, the intention to quit is described as the precursor (embryo) to a thorough standstill from a specific job. In, [4], the authors describe that the intention is to halt the manifestation of actual turnover. In, [5], the authors discovered that intention to quit is the employee's intended outcome to quit their job, either completely or partially, in the coming days linked to personal factors as with any organisation.

2 Review of Literature

According to, [6], the authors conducted a study to determine the level of faculty involvement as well as perception of the current organisational culture and its relationship to one another. 221 faculty members from varied NCAAA-accredited universities in Saudi Arabia having more than two years of experience were chosen as subjects for this study, and data were collected using a survey method as well as purposive random sampling methodologies were induced for the study. It was

discovered that faculty members demonstrated an elevated level of employee engagement and a moderate level of organisational culture, resulting in the University achieving world-class NCAAA accreditation. The findings were also explained in terms of specific demographic variables such as gender, education level, and so on, and the results were evaluated and recommendations were made appropriately.

In, [7], the authors investigate the engagement levels and intention to leave among the various demographics of Islamic bank employees from Brunei Darussalam. The study also looked at the implications of employee engagement on employee turnover intentions. The survey was completed by 119 bankers in total. Twelve expert Human Resource Managers tailored survey items from preceding literature and subjected them to the Content Validity Index. Apart from income levels, the findings show no substantial differences in context to employee engagement and turnover intentions among the various banker demographics. Furthermore, employee engagement was discovered to have a substantial impact on respondents' turnover intentions. The mixed findings of this study denote the need for further research into employee engagement and turnover intentions within the banking sector, especially in Brunei Darussalam.

In, [8], the authors researched the buffering effects of three different on-the-job embeddedness elements using the conservation of resources theory (fit, links, and sacrifice), and data were gathered from banking officers mostly because the majority of employees face a role ambiguity between family obligation and job commitments, as banking is regarded as one of the most stressful occupations. They found role conflict has a significant impact on the intention to leave an individual's job. In addition, the study finds that on-the-job involvement mediated the relationship for both role conflict as well as an intention to leave. The findings suggested that by increasing employee on-the-job persistence, organisations can help decrease turnover intention all through points of time of work-life conflict.

In, [9], the authors investigated the impact of employee engagement on the intention to leave and assessed the mediating effect of psychological empowerment under this connection. Using a multi-stage cluster sampling method, data taken from private sector 305 employees of Higher Education Institutes (HEIs) in Pakistan were investigated using hierarchical multiple regression in IBM SPSS 25 as well as confirmatory factor

analysis in IBM AMOS 26. The study's results indicated the persistence of a rational and confirmatory association between employee engagement and turnover intention, as well as the mediation of psychological empowerment. The findings are significant for the body of information and HEIs management and leadership because they show that employers actually can minimise turnover intention by increasing psychological empowerment. The hypothesised connection is underexplored in Pakistan, especially in higher education institutes, with less attention being paid to the research of psychological empowerment. This study closes down the research gap.

In, [10], the authors explored the role of employee engagement as a moderator in transformative leadership and also the intention to quit connection. The study's participants were employees (both teaching and non-teaching personnel) from three local community colleges located in Pampanga, Philippines, who have been chosen using a convenience sampling approach. To measure the relationships between employee engagement, transformative leadership, as well as the intention to quit. The results of the study indicated that transformative leadership has a salient and negative impact on the intention to quit. Furthermore, both transformative leadership, as well as employee engagement, have a positive and significant relationship. Both Employee engagement, as well as intention to quit, were found to be substantial and negatively correlated, according to the findings. Employee engagement, as per the mediation model, moderates the negative connection between transformational leadership to quit with a smaller sample size. The study's organisational implications and future research directions were also discussed.

In, [11], the authors explored the influence of employee happiness in facilitating the impact of work quality on employee intention to leave from 122 employees from four fast-food establishments in Jordan as part of a sample. The data were analysed utilising structural equation modelling through the use of Smart-PLS3; the results indicated that employee contentment and employee intention to quit seemed to have substantial effects on the quality of life. The first was a positive effect, whereas the second was a negative one. Employee happiness influenced employee intention to quit substantially. As a result, the findings indicated that employee happiness contributed a crucial moderating effect in the effect of work-life efficiency on employee intention to quit. It was believed that the level of work-life is insufficient to

reduce employee intentions to leave, which means that organisations should prioritise employee happiness in order to guarantee the beneficial influence of the standard of living and decrease employee intention to leave.

Another study was carried out by, [12], regarding better comprehending the reasons for employee turnover as well as retention strategies in an organisation. Crucial research findings show that employees leave their jobs for a variety of reasons, which include occupational stress, work satisfaction, job security, work environment, encouragement, wages, and rewards. Furthermore, employee turnover has a significant impact on an institution's high cost associated with employee turnover and can have a negative impact on an organization's performance, stability, competitive intensity, and revenue growth. However, the organisation must understand its employees' requirements to implement a specific strategy to enhance both employee performance and decrease turnover. Thereby, implementing strategies will increase individual and organisational job satisfaction, motivation, and productivity, which can minimise employment issues, absenteeism, and turnover of employees.

In, [13], the authors investigated the impact of job satisfaction and gender mostly on the connection among both employee engagement as well as intent to leave. The participants in this research were all PT X employees. The Slovin formula was used to determine the sample size of 121. The method of sampling used in the research was convenience sampling. The collected data were analysed using the Simple Mediation Analysis Model along with Macro Process. According to the findings of the study, job satisfaction has been shown to act as a mediator in the relationship between employee motivation and intent to quit, which is mediated by gender.

In, [14], the authors discovered a link between the paternalistic form of leadership, organisational cynicism, and also the intention to leave an individual's job among nursing staff. The study's implementation phase was conducted out here with nurses who work in a government hospital in Mersin, Turkey on 215 nurses. According to the study findings, the aspects of organizational cynicism as well as paternalistic leadership described 41.8 percent of the variance in intention to leave. Furthermore, there have been negative and substantial connections between both paternalistic leadership and organisational cynicism parameters. The participants' intention to quit elevated as their preconceptions of behavioural and

cognitive cynicism continued to increase. Furthermore, as their preconceptions of paternalistic leadership enhanced, so did their cognitivism, effective, as well as their behavioural cynicism. This study will assist healthcare management teams in better comprehending how paternalistic leadership seems to be associated with organisational cynicism and also the desire to leave one's job.

In, [15], the authors conducted a study on 106 employees working to find out the Impact of Organizational Culture on Employee Engagement and Effectiveness and found that organizations having positive employee orientation wherein employees are given freedom for experimentation of various ideas and are consulted for decisions are found to be engaged and can put extra efforts for the fulfillment of the business goals.

In, [16], the authors presented the role of organizational culture on employee engagement and observed that using 152 education employees found that several components of the OC are significantly related to EE dimensions, such as employee vigor, dedication, and absorption.

In, [17], the authors conducted a study on 254 Canadian employees from 18 small and medium organizations. To address these objectives, path analyses were conducted. Overall, we found that teleworking, use of emotion, skill utilization, and recognition appear to be key considerations for organizations that wish to increase work engagement and decrease intention to quit, in the context of a pandemic paired with a labor shortage.

In, [18], the authors conducted a study on 563 employees to study the influence of the culture of the organization, knowledge sharing, and employee engagement on the employee work innovation at the health social security organizing body and found that the organization culture has direct impact positive to the work employees innovation, knowledge sharing a direct impact positive to the work employees innovation, employee engagement a direct impact positive to the work employees innovation, the organization culture a direct impact positive to the employee engagement, Knowledge sharing a direct impact positive to the employee engagement and the organization culture a direct impact positively to the knowledge sharing.

In, [19], the authors examined the relationship between corporate culture and employee engagement among 267 employees in public sector organizations of Ghana and found that achievement and support cultures significantly cause employees to be engaged in the public sector of Ghana whilst power culture has a significant, but negative

relationship with employee engagement. The relationship between role culture and employee engagement is not significant.

In, [20], the authors conducted a study using 100 employees from various companies based on the total student body size at each school to receive the survey, and their findings revealed that organizational culture has a significant mediation role between employee dissatisfaction and turnover intention and also the test results returned both direct and indirect effects for all the relationships, which indicated only partial mediation in all the tested relationships.

In, [21], the authors found in their study that Employee engagement and effectiveness could prove to be an excellent parameters to assess the health of the organization as such with regards to satisfaction, innovation, commitment, retention, and productivity. The top management of an organization generally tends to have a large impact on establishing a culture. Organizational culture plays a vital role in engaging the employees and enhancing their performance. A good organizational culture always considered the employees as an integral part of the growth process of the organization. An organization fosters employee commitment toward the organization. Employees align their goals and objectives with organizational goals and feel responsible for the overall well-being of the organization

3 Methodology

Sample: Doctors from multiple Saudi Arabian hospitals having experience of two years or more have been used as subjects. The questionnaire was administered to 180 participants. The purposive random sampling method was used by doctors in different hospitals, but of 180 distributed questionnaires only 161 finished responses were handed back. Following a review of the completed questionnaires, 156 of them had been observed to be fully functional in every way and were being used for the research topic.

Tools Used:

- **Organizational Culture:** In their research, [1], used the OCTAPACE profile, which is a 40-item instrument that provides a profile of organisational ethos in eight values and based on 5 point scale.
- **Employee Engagement Scale:** The ISA Engagement Scale had been used by, [22]. The scale has nine items and distinguishes three types of employee engagement.
- **Intention to Quit Scale:** A scale developed by [23], was used to evaluate intention to quit. Three

items on the scale evaluated employee intent to quit their job company.

Procedure: Doctors from multiple hospitals in Saudi Arabia were chosen as a sample based on data availability, expense cost, and proximity for data gathering. Only Doctors having expertise of two years or more were considered. The data was gathered through the use of the survey research method as well as the Monkey Survey techniques. The researcher approached every one of the survey participants and accumulated data via a questionnaire. Participants were requested to complete the questionnaire after meticulously following the instructions on every scale independently. They have also been re-assured in terms of their confidentiality in the context of their comments and replies.

Analysis of the data: To fulfill the goals of the research, the accumulated data were tabulated according to the research design, and appropriate statistical techniques such as Mean, Median, Standard deviation (S.D.), statistical correlation, t-test / Z score, etc have been utilised using SPSS software and tools.

4 Results of the Analysis and Discussion:

As depicted in Table 1 given above, the results showcase that doctors have shown a greater level of dedication during the deadly pandemic Covid19. It was observed that the doctors are showing a greater level of associated intellect and affective engagement as well as a moderate level of social engagement. It indicates that they are putting a lot of effort into their work and trying to improve their performance. As a direct consequence of this persistent sense of personal responsibility dedicated to exploration, investigation, problem-solving, and introspection, this level of intellectual

involvement is also a representation of a creatively exhilarating focus that has been sustained over time. When it comes to social involvement, moderate involves directly taking advantage of workplace discussions about how to make things better. Thus, this moderate level of engagement on the dimension of social engagement may be attributed to social distancing and other precautions in terms of interacting with people. It was also found from Table 1 one that the doctors are showing a very low level of intention to quit their job in spite of the fact that during the pandemic the situation was highly volatile and risky at the workplace but doctors are not intending to leave may be because they engage with the job as well as organization.

As well the perception of doctors on organizational culture is concerned it was found that experimentation means employees, departments, and groups support each other enough to be relied on doing whatever they assume they would do for the greater good of the organization. Pro-action, which was discovered to be third, exemplifies that doctors are pro-actively focused, willing to accept the initiative, and exhibit a high extent of pro-activity, as well as anticipate challenges and act or react appropriately anticipating future necessities. It was discovered that the aspects Employees started to feel free to convey their suggestions, and the organisation was willing to take chances and tinker with fresh thoughts and newer innovative strategies of doing things, so this centrist level of candor and impulsiveness can be credited to the innovativeness of the situation at the moment due of epidemics and very little experience and understanding in dealing with one of the most critical global epidemics of all time.

Table 1. Showing Descriptive Statistics as Mean and SD for the whole sample (N = 156)

Content	Mean	Std. Deviation
Intellectual Engagement	12.87	2.44
Social Engagement	9.96	2.78
Affective Engagement	11.75	2.51
Intention to quit	5.94	3.09
Openness and Risk Taking	17.33	3.39
Trust	18.27	3.34
Pro-Action	18.24	2.80
Experimentation	18.30	2.69

Source: Compiled and computed by the researcher

Table 2. Showing Correlations Matrix of Variables studied on the whole sample (N = 156)

Variables studied	Total	Intellectual Engagement	Social Engagement	Affective Engagement	Intention to quit	Openness	Trust	Pro-action	Experimentation
Intellectual Engagement	1								
Social Engagement	.35**	1							
Affective Engagement	.49**	.41**	1						
Intention to quit					1				
Openness						1			
Trust							1		
Pro-action								1	
Experimentation									1

** correlation significance at 0.01 of significance level

* correlation significance at 0.05 of significance level

Source: Compiled and computed by the researcher

The Correlations among multiple variables have been procured in order to determine the phenomenon of the relationships among multiple variables considered. These correlation coefficients aid in determining whether different variables have a propensity to move in either the same direction or opposite directions. Correlations also aid in determining whether the data collected has severe multicollinearity. Table 2 above details the correlation among the variables under study. The Pearson correlations between each pair of variables highlight that the highest correlation coefficient has been found between the trust and openness variables is 0.62, but it is lower than 0.80. So, results reveal that multicollinearity is unlikely to be a problem. The results highlight that there is a low level of collinearity between variables. So, the above correlation matrix highlights that the problem of multicollinearity is ruled out in the present regression analysis.

Table 3 showcases that male and female doctors exhibit no variation in contexts of mean value on the measurements of Social and Affective involvement but do show a disparity in contexts of mean value just on the aspect of Intellectual engagement, and then here male doctors exhibit a higher level of dedication than their female contemporaries, and the discrepancies were found to be substantial at 0.05 significance level. Whereas in the factors of job intent to leave, both male and female doctors seem to have a low level of intent to leave. On the aspect of organizational culture, it was observed that both male and female doctors displayed a greater level of satisfaction when it came to Trust, Pro-action as well as Experimentation and also a moderate degree of satisfaction in context to open-mindedness and willingness to take a risk and there are no substantial differences in perceived notion between the male and female doctors in connection to any organisational culture dimensions.

Table 3. Showing Mean, SD., and Z- the value of variables studied between Male and Female Doctors

	GENDER	N	Mean	Std. Deviation	Z-Score
Intellectual Engagement	MALE	46	13.52	1.57	2.14**
	FEMALE	110	12.60	2.69	
Social Engagement	MALE	46	9.54	2.84	1.23
	FEMALE	110	10.14	2.74	
Affective Engagement	MALE	46	11.54	2.56	.68
	FEMALE	110	11.84	2.49	
Intention to quit	MALE	46	5.82	3.02	.31
	FEMALE	110	6.00	3.13	
Openness and risk-taking	MALE	46	17.13	3.23	.48
	FEMALE	110	17.41	3.46	
Trust	MALE	46	18.30	2.65	.06
	FEMALE	110	18.26	3.60	
Pro-action	MALE	46	17.95	2.03	.82
	FEMALE	110	18.36	3.07	
Experimentation	MALE	46	18.36	2.06	.20
	FEMALE	110	18.27	2.93	

** . correlation significance at 0.01 of significance level

* . correlation significance at 0.05 of significance level

Source: Compiled and computed by the researcher

Table 4. Showing Mean, Sds. and Z- the value of variables studied between High and Low Age Group Doctors

Total	Age group	N	Mean	Std. Deviation	Z Score
Intellectual Engagement	20-45	109	12.79	2.67	.66
	more than 45	47	13.08	1.84	
Social Engagement	20-45	109	9.63	2.81	2.42**
	more than 45	47	10.80	2.57	
Affective Engagement	20-45	109	11.51	2.58	2.01**
	more than 45	47	12.34	2.27	
Intention to quit	20-45	109	5.66	2.97	1.50
	more than 45	47	6.47	3.22	
Openness and risk-taking	20-45	109	17.11	3.46	1.14
	more than 45	47	17.80	3.22	
Trust	20-45	109	18.33	3.36	.26
	more than 45	47	18.17	3.34	
Pro-action	20-45	109	18.19	3.09	.35
	more than 45	47	18.36	2.04	
Experimentation	20-45	109	18.22	2.70	.72
	more than 45	47	18.56	2.68	

** . correlation significance at 0.01 of significance level

* . correlation significance at 0.05 of significance level

Source: Compiled and computed by the researcher

As shown in Table 4, doctors with a higher age have a greater level of affective and social engagement than doctors with lower age, and the disparities were considered to be significant at the .05 significance level. On the aspect of Intention to Quit, both the lower and higher age category doctors have low levels of having any intention to quit, with no notable difference on this aspect. Similarly, the sequence of perception is still the same among both lower and higher age category

doctors across all four dimensions of organisational cultures, such as openness and taking risks, trust and confidence, pro-action, and experimentation, and the sequence of perception is same as well and no sign of difference was observed. This indicates that the doctors are having the same kind of perception about prevailing organizational culture irrespective of age.

As per Table 5 set out above all the dimensions of employee engagement the doctors with

bachelor's and master's degrees are showing high levels of engagement and are not showing any kind of significant difference in terms of mean value. Also on the dimension of intention to quit both groups are showing low levels of intention. While on the dimension of organizational culture both the

group of doctors are showing the same level of perception and there is no significant differences were found. This indicates that doctors irrespective of their qualifications have the same perception of organizational culture, low level of intention to quit, and engagement was found to be moderate.

Table 5. Showing Mean, SD., and Z- value of variables studied between Bachelor and masters qualification of doctors

Total	QUALIFICATION	N	Mean	Std. Deviation	Z Score
Intellectual Engagement	Bachelor&M	54	12.59	2.65	1.04
	PHD&BC	102	13.02	2.33	
Social Engagement	Bachelor & M	54	9.63	2.67	1.11
	PHD&BC	102	10.16	2.84	
Affective Engagement	Bachelor& M	54	11.30	2.63	1.72
	PHD&BC	102	12.03	2.41	
Intention to quit	Bachelor&M	54	6.57	3.37	1.84
	PHD&BC	102	5.60	2.92	
Openness and risk-taking	Bachelor&M	54	16.98	3.48	.94
	PHD&BC	102	17.52	3.37	
Trust	Bachelor&M	54	17.84	3.62	1.23
	PHD&BC	102	18.54	3.18	
Pro-action	Bachelor&M	54	18.38	3.25	.41
	PHD&BC	102	18.18	2.58	
Experimentation	Bachelor&M	54	18.00	3.38	1.09
	PHD&BC	102	18.50	2.25	

** correlation significance at 0.01 of significance level

* correlation significance at 0.05 of significance level

Source: Compiled and computed by the researcher

Table 6. Showing Mean, Sds. and Z- value of variables studied to compare the experience of doctors

Total	WORK EXPERIENCE	N	Mean	Std. Deviation	Z Score
Intellectual Engagement	less than 5 years	41	11.87	3.228	3.04*
	more than 5 years	115	13.20	2.01	
Social Engagement	less than 5 years	41	9.02	2.76	2.61**
	more than 5 years	115	10.33	2.70	
Affective Engagement	less than 5 years	41	10.85	2.89	2.67
	more than 5 years	115	12.06	2.30	
Intention to quit	less than 5 years	41	5.47	3.10	1.17
	more than 5 years	115	6.13	3.08	
Openness	less than 5 years	41	16.70	3.89	1.40
	more than 5 years	115	17.57	3.19	
Trust	less than 5 years	41	17.42	3.76	.01
	more than 5 years	115	18.63	3.08	
Pro-action	less than 5 years	41	17.82	3.35	1.38
	more than 5 years	115	18.49	2.32972	
Experimentation	less than 5 years	41	17.17	3.02	3.14*
	more than 5 years	115	18.69	2.48	

** correlation significance at 0.01 of significance level

* correlation significance at 0.05 of significance level

Source: Compiled and computed by the researcher

Table 6 shows that doctors having more experience have higher levels of employee engagement on the dimensions of intellectual, affective, and also social engagement than doctors having lesser experience, and the disparities were considered to be significant. 01 significance level. On the aspect of intention to quit, it was observed that both the doctor groups demonstrated a significantly low intention to quit the job showing no substantial differences. On the aspect of organizational culture, it was discovered that doctors who had a higher experience tended to have a good degree of experimental research, which means that a value highlighted the significance provided to the advancement and attempting out newer methods of dealing with complications in the organisation when compared to doctors having a lower level of experience and that was need of the hour because of Covid-19 like situations. While on the remaining three dimensions of organizational culture, the differences were not found to be significantly different.

5 Conclusion and Recommendations

It was observed that the doctors are showing a high level of intellectual and affective engagement as well as a moderate level of social engagement. It indicates that doctors are putting a lot of effort into their work and trying to improve their engagement as well as social engagement is a concern which were found to be moderate may be because of social distancing and other precautions in terms of interacting with people. It was also found that the doctors are showing a very low level of intention to quit their job in spite of the fact that during the pandemic the situation was highly volatile and risky at the workplace doctors are not intending to leave their job may be because of their engagement with the job as well as organization. As well the perception of doctors on organizational culture is concerned it was found that experimentation means employees, departments, and groups support each other enough to be relied on doing whatever they assume they would do for the greater good of the organization also doctors are pro-actively focused, willing to accept the initiative and exhibit a high extent of pro-activity, as well as anticipate challenges and act or react appropriately anticipating future necessities. It was discovered that the aspects of openness Employees started to feel free to convey their suggestions, and the organisation was willing to take chances and tinker with fresh thoughts and newer innovative strategies of doing things. Doctors having more experience

tend to have higher levels of employee involvement in the aspects of intellectual intelligence, affective, and social connection than doctors having lesser experience, and the differences are substantial. Both groups demonstrated a minimal intention to quit the aspect of intention to quit, displaying no substantial differences. When attempting to compare doctors having the higher experience to doctors having lower experience, it was observed that doctors having higher experience tend to exhibit a higher level of experimentation on the aspect of experimentation, which indicates a value highlights the importance provided to advancement and attempting newer methods to deal with organizational problems.

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