



**THE TRAJECTORY FROM ORGANIZATIONAL CULTURE
TO EMPLOYEE TURNOVER INTENTION: JOB
SATISFACTION'S CONCEALED MEDIATING INFLUENCE**

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Abstract: Omnipresent, but invisible to the eyes, organizational culture “molds” an organization, holds it together, and signals to its employees, as well as outsiders, what values the organization promotes and protects. This research aimed to empirically verify whether referenced organizational creation impacts some of the most important attitudes/behaviors personnel uphold, finding the crux and potential contribution path for preventing eventual adverse outcomes. Following the presented aim, job satisfaction and employee turnover intention were incorporated into the model as critical dependent variables. Drawing from a sample of 100 millennial generation members, the research employed the latest statistical tools SmartPLS and IBM SPSS Statistics for data modeling and computation. The study “took a pulse” of the largest national organizations’ workforce cohort at the dawn of 2024. Through a rich blend of an extensive literature review, thematic and desk analysis, as well as Partial Least Squares Structural Equation Modeling (PLS-SEM) procedure, the research validated the primary premise proposing that there exists a full mediating effect of job satisfaction in the organizational culture–turnover intention relation.

Keywords:.

Keywords: organizational culture, turnover intention, job satisfaction, SmartPLS, PLS-SEM, disjoint two-stage approach

JEL classification: J28, J63, M14, M54

1. Introduction

In tireless and relentless completion of everyday routine tasks and objectives imposed by the organization, it is very easy for employees to overlook the less rational and instrumental, the more expressive social tissue around them that gives those tasks a deeper meaning – organizational culture (Pettigrew, 1979). For organizations to effectively navigate the organizational environment, ensure sturdy productivity and employee retention rates, presenting and explaining those meanings to the personnel has underlying significance, since conscious employees are able to make more informed decisions, perform tasks more correctly and reliably, and objectively perceive their contribution (with a feeling of satisfaction regarding personal input).

Thrown into the common “vortex”, three discussed multidimensional phenomena – organizational culture, job satisfaction, and turnover intention, will be intertwined with the aim of demonstrating their mutual causality on the example of the millennial generation. The study’s main objective is to find whether a structural relationship exists between these variables. By shedding light on the fact that turnover intention is considered a “surrogate variable” for actual turnover (Niguse, 2019) and that its devoted monitoring may prevent concrete employee departure acts, primary examination of this parameter in the context of its main predecessor – job satisfaction, will become a central stronghold for research enforcement. To become research-wise significant, the study will ultimately provide a perspective on how, if at all, organizational culture may influence turnover and/or retention rates.

2. Theoretical background

Cultivating a solid organizational culture and contentment of employees is crucial in mitigating turnover (intentions) (Niguse, 2019). Organizational culture is becoming increasingly vital (since it has the potential to influence personnel’s attitudes), as organizations must ensure that their key employees, who drive profitability, remain satisfied and motivated to continue contributing their best efforts for the organization’s success (Jolović & Jolović, 2023).

Organizational culture is defined as a system of tacitly shared beliefs and practices established by an employee group in the process of resolving issues related to both external adaptation and internal integration, proven effective enough to be seen as legitimate, and subsequently valuable to be passed on to newcomers as the proper organizational way to perceive, think, and react to mentioned issues (Schein, 2010; Dejanović & Nikolić, 2023; Belias & Koustelios, 2014; Savić et al., 2023). Put simply, organizational culture is a “nucleus” that sets an organization apart from others, embodying its members’ unique collective perceptions and beliefs (Bagyo et al., 2022).

Job satisfaction represents a complex emotional reaction that arises from the perceived congruence between an individual’s expectations of a job and his/her

personal belief of what a job truly provides or requires (Locke, 1969). Major determinants of job satisfaction are related to equitable pay and rewards, promotion opportunities, encouraging working environment, benevolent colleagues, personality-job alignment, and personal-organization policies' harmony (Niguse, 2019; Belias & Koustelios, 2014). Job satisfaction stands as the most powerful variable associated with turnover intention (Bagyo et al., 2022).

Turnover intention refers to an individual's behavioral conation, that is, a planned voluntary intention to terminate his/her employment in the organization (Bothma & Roodt, 2013; Niguse, 2019). Variable turnover intention is widely regarded as the strongest cognitive predictor of actual turnover behavior (Cohen et al., 2016; Tett & Meyer, 1993; Bagyo et al., 2022; Coomber & Barriball, 2007). This argument is further backed by the conclusion found in Cohen and coauthors' (2016) research, that the most reliable predictor of an individual's behavior is the extent of their intention to perform that behavior. Turnover can burden organizations with increasing recruitment and training costs; it has the capacity to diminish morale among remaining employees, fuel dissatisfaction, damage an organizational reputation, as well as to impair its overall effectiveness (Rohayati et al., 2023).

Prior research has been consistent in findings that organizational culture can influence both employee job satisfaction and turnover intention (San Park & Hyun Kim, 2009; Mohammad et al., 2022; Chatman & O'Reilly, 2016; MacIntosh & Doherty, 2010; Cronley & Kim, 2017; Widodo et al., 2021). With job satisfaction, this correlation is described as positive; and with turnover intention is noted as negative (Syarif et al., 2024; Emami et al., 2012; Widodo et al., 2021; Bagyo et al., 2022; Belias & Koustelios, 2014; Cronley & Kim, 2017; Hall et al., 2010).

In continuation of this line of thought, several scholars (Tett & Meyer, 1993; San Park & Hyun Kim, 2009) have conceded job satisfaction as a key attitudinal precursor of both turnover and turnover intention; finding its negative correlation with this fluctuation variable (Egan et al., 2004; San Park & Hyun Kim, 2009; Rohayati et al., 2023; Li et al., 2020; Emami et al., 2012; Widodo et al., 2021; Bagyo et al., 2022; Coomber & Barriball, 2007; Cronley & Kim, 2017; Hall et al., 2010).

At last, a few scholars (Syarif et al., 2024; Emami et al., 2012; Cronley & Kim, 2017; Hall et al., 2010) have tried to examine all three discussed variables in one model. They discovered that job satisfaction can mediate the relationship between organizational culture and turnover intention. Considering its importance, this mediating relation has been rarely examined till today (demographic and cross-cultural diversity has been neglected within research). To the best of our knowledge, no one has yet explored the combination of these three variables within the context of the millennial generation in the Republic of Serbia.

All previously theorized relations are leading to research hypotheses development (Table 1) and later conceptual model formation.

Table 1. Hypotheses development

Hypothesis	
H ₀₁	A positive, statistically significant correlation exists between organizational culture and job satisfaction.
H ₀₂	A negative, statistically significant correlation exists between job satisfaction and turnover intention.
H ₀₃	A mediating, statistically significant effect of job satisfaction exists in the relationship between organizational culture and turnover intention.

Source: Authors

3. Research design and methodology

The research design commenced with the Google Forms online questionnaire formation and this platform utilization for the purpose of gathering primary statistical data. The research targeted millennial employees professionally engaged within the territory of the Republic of Serbia in the initial months of 2024. The survey included a total of 53 questions (12 of which were dedicated to capturing demographic and employment-related data from the participants, while the remaining 41 questions were extracted from validated questionnaires to explore main research variables – organizational culture, job satisfaction, and turnover intention, respectively). The questionnaire format is detailly presented in Table 2. The study participants were equipped with a five-point Likert scale to express their perspectives regarding the key research parameters (the scale ranged from strong disagreement (1) to strong agreement (5) with the statements provided).

Table 2. Research questionnaire development

Construct	Construct components (question count)	Overall question count	Variable type	Source
Organizational culture	Teamwork and conflict (6)	31	Independent variable	Glaser et al. (1987) Organisational Culture Survey
	Climate and morale (5)			
	Information flow (4)			
	Involvement (4)			
	Supervision (7)			
Meetings (5)				
Job satisfaction		6	Dependent, mediating variable	Tsui et al. (1992) Short Satisfaction Instrument
Turnover intention		4	Dependent variable	Kelloway et al. (1999) Turnover Intentions Scale

Source: Authors

Altogether, 100 individuals participated in the survey examination, forming a sample for the research. All of them were residents of the Republic of Serbia, and their suitability for the study was verified by indicating their employment status at the time the study was being conducted. Only millennial generation members born between 1980 and 2000 were included in the study as their age group was preferred.

The prototypical respondent in the sample was a male citizen of the Republic of Serbia (51% of the sample), well-educated (undergraduate degree – 45%) employed younger millennial (85%), geographically located in the Southern and Eastern Serbia region (42% of the sample). All research sample insights (specifically, demographic data) are presented in Table 3.

Table 3. Research sample insights (demographic data)

	Survey metric	Periodicity	Percentage
Gender	Male	51	51.0
	Female	49	49.0
	Overall sample	100	100.0
Age	Born 1980-1990 (older millennials)	15	15.0
	Born 1991-2000 (younger millennials)	85	85.0
	Overall sample	100	100.0
Degree	Elementary school	0	0.0
	High school	16	16.0
	Higher education	6	6.0
	Undergraduate studies	45	45.0
	Graduate studies	31	31.0
	Doctoral studies	2	2.0
	Overall sample	100	100.0
Nationality	Republic of Serbia	100	100.0
	Other	0	0.0
	Overall sample	100	100.0
Region	Vojvodina	4	4.0
	Belgrade	16	16.0
	Southern and Eastern Serbia	42	42.0
	Šumadija and Western Serbia	35	35.0
	Kosovo and Metohija	3	3.0
	Overall sample	100	100.0

Source: Computed by authors (IBM SPSS Statistics)

From an organizational viewpoint, the prototypical respondent in the sample was a full-time engaged employee (74% of the sample) holding a permanent contract (43%), with 1 to 5 years of experience in the current organization (60%), earning a monthly salary of 50,001 to 75,000 dinars (44%), and working for a private-sector organization

(62%) of micro-size (33% of the sample). All research sample insights (specifically, employment-related data) are presented in Table 4.

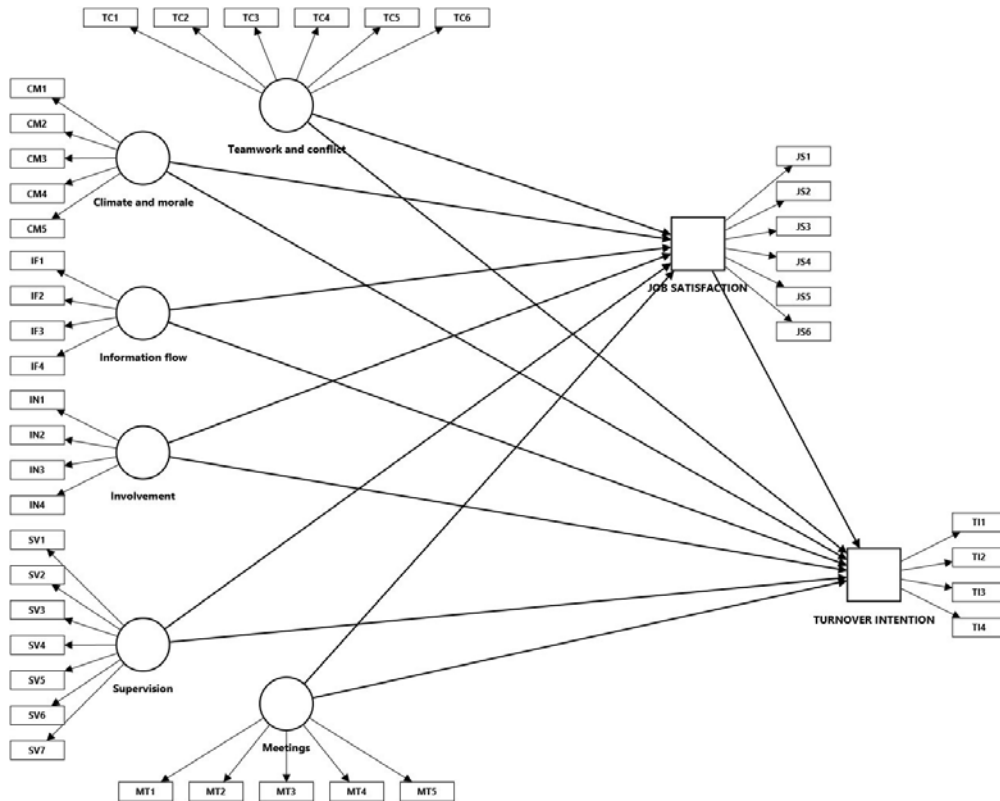
Table 4. Research sample insights (employment-related data)

	Survey metric	Periodicity	Percentage
Employment status	Employed	100	100.0
	Unemployed	0	0.0
	Overall sample	100	100.0
Employee's contract	Permanent contract	43	43.0
	Non-permanent contract	29	29.0
	Out-of-employment work	14	14.0
	Without-a-contract work	14	14.0
	Overall sample	100	100.0
Employment form	Full-time	74	74.0
	Part-time	26	26.0
	Overall sample	100	100.0
Employee's tenure	Under 1 year	33	33.0
	1-5	60	60.0
	6-10	5	5.0
	11-15	1	1.0
	16-20	1	1.0
	Over 20 years	0	0.0
	Overall sample	100	100.0
Employee's remuneration	Under RSD 50,000	19	19.0
	RSD 50,001-75,000	44	44.0
	RSD 75,001-100,000	17	17.0
	RSD 100,001-125,000	7	7.0
	Over RSD 125,000	13	13.0
	Overall sample	100	100.0
Organization's sector	Public	30	30.0
	Private	62	62.0
	Nonprofit or voluntary	8	8.0
	Overall sample	100	100.0
Organization's size	Micro (1-9 employees)	33	33.0
	Small (10-49 employees)	20	20.0
	Medium (50-249 employees)	23	23.0
	Large (250 employees or more)	24	24.0
	Overall sample	100	100.0

Source: Computed by authors (IBM SPSS Statistics)

As the research progresses, it becomes evident to the reader that a comprehensive review of relevant literature was used to uncover critical research connections, thematic and desk analysis techniques served as pivotal research instruments to elevate the study’s scholarly depth, while widely accepted IBM SPSS Statistics 26.0 software (IBM Corporation, 2019) was employed to define the prototypical respondent’s profile through research sample’s frequency analysis. Ultimately, to derive meaningful results, develop the research model, and rigorously test research hypotheses, the study needs to utilize advanced capabilities of SmartPLS 4.0 software (Ringle et al., 2022) through the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique. The research opted for, by scholars favored (Sarstedt et al., 2019; Becker et al., 2023), disjoint two-stage approach and developed an initial reflective-reflective research model whose first stage is depicted in Graph 1.

Graph 1. Research model development (First stage)



Source: Illustrated by authors (SmartPLS)

4. Research results and discussion

The reliability test for the indicators included in the research model detected several unreliable indicators (JS3=0.599, SV7=0.609, JS2=0.646, SV1=0.690, all <0.708, based on criteria outlined in Hair and coauthors' (2019) research), which were removed from further calculation steps. Table 5 displays only the indicators that met the reliability criteria.

Table 5. Reliability test (indicators)

Indicators	Constructs							
	Climate and morale	Information flow	Involvement	Job satisfaction	Meetings	Supervision	Teamwork and conflict	Turnover intention
CM1	0.855							
CM2	0.874							
CM3	0.823							
CM4	0.767							
CM5	0.867							
IF1		0.824						
IF2		0.852						
IF3		0.727						
IF4		0.813						
IN1			0.858					
IN2			0.836					
IN3			0.834					
IN4			0.839					
JS1				0.727				
JS4				0.753				
JS5				0.883				
JS6				0.873				
MT1					0.726			
MT2					0.710			
MT3					0.766			
MT4					0.852			
MT5					0.878			
SV2						0.748		
SV3						0.742		
SV4						0.773		
SV5						0.834		
SV6						0.866		
TC1							0.853	
TC2							0.752	
TC3							0.750	
TC4							0.779	
TC5							0.809	
TC6							0.836	
TI1								0.927
TI2								0.947
TI3								0.905
TI4								0.847

Source: Computed by authors (SmartPLS)

The internal consistency reliability and convergent validity test for the first-stage constructs uncovered the fulfillment of the proscribed criteria outlined in Hair and coauthors' (2019, 2014) research (Cronbach's Alpha and composite reliability values, all >0.70; AVE values, all >0.50) (Table 6).

Table 6. Internal consistency reliability and convergent validity test (constructs in the first stage)

Constructs	Cronbach's Alpha	Composite Reliability (Rho_A)	Composite Reliability (Rho_C)	Average Variance Extracted (AVE)
Climate and morale	0.896	0.921	0.922	0.703
Information flow	0.820	0.838	0.880	0.649
Involvement	0.864	0.875	0.907	0.709
Job satisfaction	0.826	0.850	0.885	0.660
Meetings	0.847	0.860	0.891	0.623
Supervision	0.854	0.874	0.895	0.631
Turnover intention	0.928	0.931	0.949	0.823
Teamwork and conflict	0.886	0.899	0.913	0.636

Source: Computed by authors (SmartPLS)

Table 7. Discriminant validity test (constructs in the first stage)

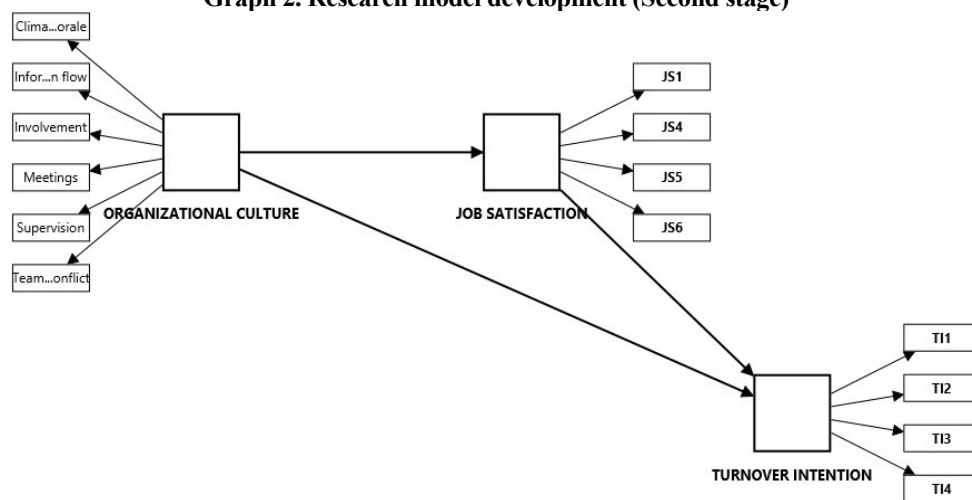
Constructs	Fornell-Larcker criterion							
	Climate and morale	Information flow	Involvement	Job satisfaction	Meetings	Supervision	Turnover intention	Teamwork and conflict
Climate and morale	0.838							
Information flow	0.740	0.805						
Involvement	0.665	0.753	0.842					
Job satisfaction	0.696	0.670	0.592	0.812				
Meetings	0.643	0.713	0.673	0.717	0.789			
Supervision	0.747	0.716	0.663	0.636	0.684	0.794		
Turnover intention	-0.398	-0.422	-0.416	-0.565	-0.471	-0.275	0.907	
Teamwork and conflict	0.685	0.551	0.525	0.459	0.559	0.557	-0.309	0.798

Source: Computed by authors (SmartPLS)

The discriminant validity test uncovered the fulfillment of the proscribed criteria outlined in Hair and coauthors' (2019, 2014) research (Fornell-Larcker criterion, each construct's AVE value > highest squared inter-construct correlations) (Table 7).

After finalizing the evaluation of the first-stage constructs, the remaining higher-order construct needs to be introduced in the subsequent phase of the research (its evaluation follows). The reflective-reflective research model in its second stage is depicted in Graph 2.

Graph 2. Research model development (Second stage)



Source: Illustrated by authors (SmartPLS)

The internal consistency reliability and convergent validity, as well as the discriminant validity test for higher-order construct, uncovered the fulfillment of the proscribed criteria outlined in Hair and coauthors' (2019) research (Cronbach's Alpha and composite reliability values, all > 0.70; AVE value > 0.50; Fornell-Larcker criterion, each higher-order construct's AVE value > highest squared inter-construct correlations) (Table 8, Table 9).

Table 8. Internal consistency reliability and convergent validity test (construct in the second stage)

Higher-order construct	Cronbach's Alpha	Composite Reliability (Rho_A)	Composite Reliability (Rho_C)	Average Variance Extracted (AVE)
Organizational culture	0.920	0.930	0.938	0.716

Source: Computed by authors (SmartPLS)

Table 9. Discriminant validity test (constructs in the second stage)

Fornell-Larcker criterion			
Higher-order constructs	Job satisfaction	Organizational culture	Turnover intention
Job satisfaction	0.812		
Organizational culture	0.754	0.846	
Turnover intention	-0.566	-0.458	0.907

Source: Computed by authors (SmartPLS)

The reflective-reflective research model’s overall explanatory power, suitability and robustness are evaluated through the coefficients of determination (R^2 and adjusted R^2) for dependent variables (Hair et al., 2019). The research model is proven to substantially predicts variable job satisfaction ($R^2=0.568$), and moderately predicts variable turnover intention ($R^2=0.323$) (Table 10).

Table 10. Research model explanatory power test

	R-square	R-square adjusted
Job satisfaction	0.568	0.563
Turnover intention	0.323	0.309

Source: Computed by authors (SmartPLS)

The Bootstrapping procedure (5,000 iterations, with t-test for 95% and 99% confidence interval), gave the results (Table 11) that confirmed the existence of two direct and statistically significant relationships between:

- Organizational culture and job satisfaction – positive effect ($\beta=0.754$; $t=16.933$, $t>1.96$ and $t>2.58$; $p=0.000$, $p<0.05$ and $p<0.01$), which consequently provides sufficient evidence for the acceptance of the H_{01} hypothesis;
- Job satisfaction and turnover intention – negative effect ($\beta=-0.512$; $t=3.964$, $t>1.96$ and $t>2.58$; $p=0.000$, $p<0.05$ and $p<0.01$), which consequently provides sufficient evidence for the acceptance of the H_{02} hypothesis.

Table 11. Structural path significance test (direct effects)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV)	P values	
Job satisfaction → Turnover intention	-0.512	-0.524	0.129	3.964	p2	0.000
Organizational culture → Job satisfaction	0.754	0.758	0.045	16.933	p1	0.000
Organizational culture → Turnover intention	-0.072	-0.067	0.160	0.449	p3	0.653

Source: Computed by authors (SmartPLS)

These findings allow examination of the potential intermediary role that the job satisfaction variable (a common linking factor) may have in the association between organizational culture and employee turnover intention (Table 12):

- Organizational culture and turnover intention – statistically significant mediating effect of job satisfaction ($\beta=-0.386$; $t=3.647$, $t>1.96$ and $t>2.58$; $p=0.000$, $p<0.05$ and $p<0.01$), which consequently provides sufficient evidence for the acceptance of the H_{03} hypothesis.

Given that the p_1 (0.754) and p_2 (-0.512) values are statistically significant, and that the p_3 (-0.072) value is not, it can be concluded that the utilized model exhibits full mediation (indirect effect only) (Nitzl et al., 2016). In simpler terms, this indicates that the organizational culture's influence on employee turnover intention is entirely transmitted through job satisfaction.

Table 12. Specific indirect effect test (mediating effect)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistic ((O/STDEV))	P value
Organizational culture → Job satisfaction → Turnover intention	-0.386	-0.398	0.106	3.647	0.000

Source: Computed by authors (SmartPLS)

Finally, the research model's total effect gave the results (Table 13) that confirm the existence of a statistically significant relationship between:

- Organizational culture and turnover intention – negative effect ($\beta=-0.458$; $t=4.244$, $t>1.96$ and $t>2.58$; $p=0.000$, $p<0.05$ and $p<0.01$), which consequently provides sufficient evidence for the developed model (and its relations) to be assessed as good and adequate.

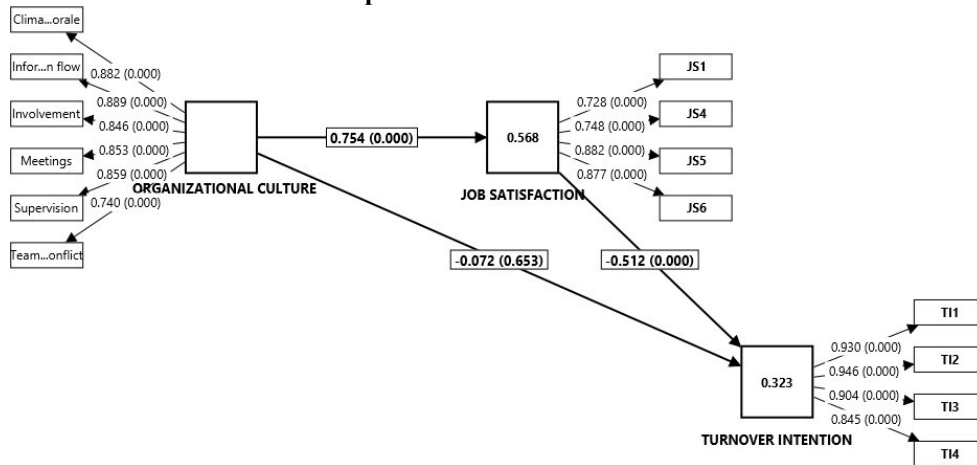
Table 13. Total effect test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistic ((O/STDEV))	P value
Organizational culture → Turnover intention	-0.458	-0.465	0.108	4.244	0.000

Source: Computed by authors (SmartPLS)

The main results of the utilized reflective-reflective research model, as presented in the previous tables, are visually depicted in Graph 3.

Graph 3. Research model results



Source: Illustrated by authors (SmartPLS)

5. Conclusion

The trajectory from organizational culture – which exists as an implicit, common truth within an organization – to employees’ intention to leave, is the relation this research aimed to explore. The question at hand was whether this organizational path is evident and direct, or does it involve a concealed intermediary. Also, is it justified for job satisfaction, as a conduit variable, to be placed at the “heart” of this examination?

The research findings strongly back the positive and direct connection between organizational culture and job satisfaction. Precisely, the in-depth research revealed that organizational culture plays a substantial role in influencing job satisfaction, enhancing employees’ overall satisfaction, thereby supporting the H₀₁ hypothesis (a positive, statistically significant correlation exists between organizational culture and job satisfaction). Table 11 depicts these findings ($\beta=0.754$, $t=16.933$, $p=0.000$). Additionally, the research has compiled enough evidence for the H₀₂ hypothesis support (a negative, statistically significant correlation exists between job satisfaction and turnover intention), indicating that employee intention to leave is notably affected by job satisfaction ($\beta=-0.512$, $t=3.964$, $p=0.000$, as displayed in Table 11). Finally, the end-to-end connection between organizational culture and turnover intention (which turned out not to be direct) is examined through job satisfaction as a potential intermediary between the two. The mediation results supported the H₀₃ hypothesis by confirming that job satisfaction fully mediates the organizational culture–turnover intention relation ($\beta=-0.386$, $t=3.647$, $p=0.000$, Table 12). The research model’s total effect, as outlined in Table 13, validly indicated a significant inverse correlation between organizational culture and turnover intention ($\beta=-0.458$, $t=4.244$, $p=0.000$). This notion backs up the correctness and strength of the developed research model. In

closing, it is significant to emphasize that all the presented findings are consistent with earlier discoveries by prominent researchers (also previously introduced in the paper).

The conducted research affirms that the culture of the organization is far from a mere passive byproduct; rather, it is a decisive force that importantly influences how employees conduct themselves within the workplace. Equally important is the underlying individual feeling of satisfaction with work, as this is the state that influences employees' choice to stay within the organizational "patronage". Based on the obtained findings, the research suggests that the promotion of job satisfaction can provide a trajectory for pursuing organizational culture's aims and present a solid defense mechanism against negative work attitudes/behaviors of millennial employees engaged in the Serbian economy.

The research brings novel insights to the field. It laid the groundwork for investigating the Serbian corporate setting and standpoint of the largest workforce cohort – the millennial generation. Nevertheless, the research is not without its constraints. The findings may have limited applicability due to the small, homogenous sample of national millennial employees (results may not be broadly applicable to different cultural contexts or age groups). Additionally, the research simplified the complex relationships between main variables, potentially overlooking their wider, multidimensional nature. To address these shortcomings, future research should include long-term studies, examination of diverse and expanded demographic groups within various cross-cultural contexts, while also considering the broader economic, political, and societal factors that may influence employee behavior.

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PUTANJA OD ORGANIZACIONE KULTURE DO NAMERE ODLASKA ZAPOSLENIH: PRIKRIVENI POSREDNIČKI UTICAJ ZADOVOLJSTVA POSLOM

Rezime: Sveprisutna, ali očima nevidljiva, organizaciona kultura „oblikuje” organizaciju, drži je na okupu i signalizira zaposlenima, kao i spoljnim akterima, koje vrednosti organizacija promovise i štiti. Ovo istraživanje imalo je za cilj da empirijski ispita da li imenovana organizaciona kreacija utiče na neke od najvažnijih stavova/ponašanja koje zaposleni usvajaju, pronalazeći suštinu i potencijalni put doprinosa u prevenciji eventualnih negativnih ishoda. Sledeći predstavljeni cilj, zadovoljstvo poslom i namera odlaska zaposlenih ugrađeni su u model kao kritične zavisne varijable. Na uzorku od 100 pripadnika milenijumske generacije istraživanje je primenilo najnovije statističke alate SmartPLS i IBM SPSS Statistics za modeliranje i proračun podataka. Studija je „izmerila puls” najvećeg segmenta radne snage nacionalnih organizacija na početku 2024. godine. Kroz raskošnu kombinaciju opsežnog pregleda literature, tematske i desk metode, te modeliranje strukturnih jednačina metodom parcijalnih najmanjih kvadrata (PLS-SEM procedura), istraživanje je potvrdilo primarnu pretpostavku koja implicira postojanje potpunog posredničkog efekta zadovoljstva poslom u relaciji organizaciona kultura–namera odlaska iz organizacije.

Ključne reči: organizaciona kultura, namera odlaska iz organizacije, zadovoljstvo poslom, SmartPLS, PLS-SEM, razdvojeni dvostepeni pristup

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