



(Research/Review) Article

# Organizational Culture's Impact on Life Satisfaction through Professional Exhaustion and Motivation Among XXX Hospital Employees

Hengky Siswanto <sup>1\*</sup>, Rina Anindita <sup>2</sup>, Tjipto Rini <sup>3</sup>

<sup>1</sup> Universitas Esa Unggul, Indonesia; e-mail : [hb\\_hellyana@student.esaunggul.ac.id](mailto:hb_hellyana@student.esaunggul.ac.id)

<sup>2</sup> Universitas Esa Unggul, Indonesia; e-mail : [rina.anindita@esaunggul.ac.id](mailto:rina.anindita@esaunggul.ac.id)

<sup>3</sup> Universitas Esa Unggul, Indonesia; e-mail : [tjipto.rini@esaunggul.ac.id](mailto:tjipto.rini@esaunggul.ac.id)

\* Corresponding Author : Hengky Siswanto

**Abstract:** Healthcare professionals are vulnerable to professional burnout and decreased motivation. In addition to these two things, life satisfaction is also an important aspect that needs attention. An important factor that influences professional burnout, employee motivation and life satisfaction is organizational culture. Organizational culture as a value system believed by all members of the organization, which is learned, applied and developed continuously, functions as an adhesive system, and can be used as a reference for behavior in the organization to achieve organizational goals that have been implemented. This study aims to analyze the effect of Organizational Culture on Life Satisfaction through professional burnout, and employee motivation as intervening variables in XXX Hospital. This research method is quantitative explanatory research. The sample in this study were health professionals of XXX Hospital totaling 74 respondents. Data collection using questionnaires and analysis techniques using SEM-PLS through the SmartPls application. The results showed that Organizational Culture directly and indirectly affects life satisfaction through professional burnout, and employee motivation as an intervening variable in health professionals at XXX Hospital. These results in theoretical implications support the theory and previous research. Managerially, it is expected to provide input for XXX Hospital management to strengthen organizational culture. These efforts can help reduce the level of professional burnout, increase employee motivation and ultimately increase the life satisfaction of health professionals. There is an influence of organizational culture on professional burnout, employee motivation and life satisfaction in healthcare professionals at XXX Hospital.

**Keywords:** Culture Organization; Fatigue Professional; Motivation Employee; Satisfaction Life.

## 1. Introduction

Healthcare professions are known to have high levels of occupational stress due to intense job demands and constant interaction with patients.

This condition often leads to the phenomenon of professional burnout, which is defined as a response to chronic work stress characterized by emotional exhaustion, depersonalization, and decreased self-efficacy (Maslach and Leiter, 2016). Research shows that the level of burnout among health professionals, namely medical personnel (doctors, dentists and specialists) and health care workers is high (Maslach and Leiter, 2016),

dentists and specialists) and health workers (nurses, midwives, laboratory analysts, radiographers, pharmacists, electromedics, nutritionists, clerical and medical records), have reached alarming levels, with serious impacts on their performance and well-being (Dyrbye et al., 2014; Elhadi et al., 2021).

High burnout conditions are also closely related to decreased work motivation. Work motivation is defined as a psychological process that encourages individuals to achieve certain

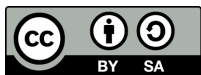
Received: April, 20 2025

Revised: May, 04 2025

Accepted: May, 18 2025

Published: May, 20 2025

Curr. Ver.: May, 20 2025



Copyright: © 2025 by the authors.

Submitted for possible open

access publication under the

terms and conditions of the

Creative Commons Attribution

(CC BY SA) license

(<https://creativecommons.org/licenses/by-sa/4.0/>)

goals, both for personal and organizational interests (Budirianti et al., 2020; Araujo et al., 2020). Motivation encourages employees to give their maximum effort to achieve higher levels of performance. In the context of health professionals, low work motivation is often caused by unbalanced workloads, lack of appreciation for contributions, and prolonged work pressure (Bosak et al., 2021).

In addition to burnout and work motivation, life satisfaction is also an important aspect that needs attention. Life satisfaction reflects individuals' perceptions of their overall quality of life, including the balance between work and personal life (Diener, 1984).

An important factor that influences burnout, work motivation, and life satisfaction is organizational culture. Organizational culture as a value system believed by all members of the organization, which is learned, applied and developed continuously, serves as an adhesive system, and can be used as a reference for behavior in the organization to achieve organizational goals that have been implemented.

In medical institutions, a supportive organizational culture can be protective against burnout and demotivation, while an ineffective culture actually worsens the situation (Johnson and Shamroukh, 2024) In the context of organizational culture, resources such as managerial support, transparency, and participation in decision making can increase motivation and prevent burnout.

Organizational Culture is one of the fundamental instruments for ensuring high productivity and organizational success through the creation of a conducive work atmosphere that continues to meet the different motivational needs of all employees. (Taslim, 2011)

The main problem associated with professional burnout among health professionals is the fact that the problem is not limited to the affected individuals, but also has an unmeasurable negative impact on the functioning and effectiveness of the entire health care system, with dramatic consequences for public health security (Amanullah and Shankar, 2020). The mental health and well-being of health professionals must be taken into account to provide adequate health care to patients. This is very important because only health professionals with mental well-being can provide appropriate and professional medical care to patients, while maintaining the qualities of empathy and understanding, and ultimately gain life satisfaction from their work (Elhadi et al., 2021).

The reason for choosing the subject of medical and health workers in XXX hospital is because there are several phenomena that have been observed, namely that some medical and health workers sometimes complain of fatigue, which is characterized by decreased motivation to carry out tasks and decreased life satisfaction.

By looking at the results of this preliminary survey, it shows that there are still some obstacles to increasing motivation and life satisfaction and reducing professional burnout of health professionals which are influenced by organizational culture.

Therefore, further analysis is needed so that it is raised in this study is the effect of Organizational Culture on Life Satisfaction through Professional Fatigue and Employee motivation as intervening variables at XXX Hospital.

H1: Organizational Culture affects Life Satisfaction through Professional Fatigue and Employee Motivation as intervening variables in XXX Hospital.

H2: Organizational Culture affects Professional Fatigue in XXX Hospital.

H3: Organizational Culture affects employee motivation in XXX Hospital.

H4: Professional Fatigue affects Life Satisfaction in XXX Hospital.

H5: Employee Motivation affects Life Satisfaction in XXX Hospital.

## 2. Research Methods

The research was conducted at XXX Hospital, West Jakarta with the research time being December 2024. This research is quantitative research and the research method used is explanatory research, which is a research method that intends to explain the position of the variables studied and the influence between one variable and another.

The population of reference in this study were health professionals at XXX Hospital as many as 74 respondents. The sampling technique in this study is the Probability Sampling technique with a simple random sampling method (Simple Random Sampling). This study uses a four-point rating scale or commonly referred to as a Likert scale. Data analysis was carried out using the Partial Least Square (PLS) method using SmartPLS version 4 software.

## 3. Results

### 3.1. Culture Organization

Organizational Culture variable consists of four dimensions with twelve statement items.

**Table 1.** Analysis Three Box Method Variables Culture Organization

Variables	Index	Category
Clan Culture	46.58	Medium
Culture Adhocracy	44.42	Medium
Culture Market	44.92	Medium
Culture Hierarchy	43.83	Medium
Index Average Culture Organization	44.94	Medium

Source: Data Primary, 2025

Based on Table 1, the indicators are known Culture Organization with The lowest index is in statement number 12 in the “Hierarchy Culture” dimension, which states “Stability and efficiency are the main focus of this organization..”. The index for this statement is 41.5, which is in the category Medium. This Describes health professionals at XXX Hospital feel that the work system, procedures, and efficiency in the hospital are not running optimally. This can lead to a lack of certainty in hospital operations, increasing the burden Work, as well as the decline motivation and life satisfaction. Overall, the average score index for the Organizational Culture variable was 44.94, which is in the moderate category. This condition

indicates that the culture Work in House Sick XXX already exists, but still requires strengthening in terms of stability, operational efficiency, and the involvement of medical and health workers. in structure organization. A stronger organizational culture can be achieved by clarifying the organization's vision and values, improving internal communication, improving work systems, and ensuring that health professionals are more involved in decision-making processes. With these improvements, health professionals will be more connected to the organization, feel more valued, and be more effective in work as a team, so that we can provide health services Which more optimal to patients, reducing professional burnout, increasing employee motivation and supporting life satisfaction of healthcare professionals.

### 3.2. Fatigue Professional

Professional Burnout variable consists of three dimensions with nine statement items.

**Table 2.** Analysis Three Box Method Variables Fatigue Professional

Variables	Index	Category
Emotional Exhaustion	48.00	Medium
Reduced Personal Accomplishment	47.00	Medium
Depersonalization	44.50	Medium
Average Fatigue Professional Index	46.50	Medium

Source: Data Primary, 2025

Based on Table 2, it is known that the Professional Fatigue indicator with the lowest index is in statement number 9 on dimensions “ Depersonalization ” , which states “I feel less concerned to need patient or others at work”. The index for this statement is 42.75, which is in the moderate category. This condition can be interpreted as some of the health professionals at XXX Hospital starting to experience symptoms of depersonalization, which can have an impact on decreasing empathy towards patient And colleague work. Condition this could be caused by high workload, heavy mental stress, and lack of support from hospital management. Feelings of lack of concern for the needs of patients or coworkers also indicate a decrease in empathy that can have a negative impact on employee performance and well-being, feelings of helplessness or ineffectiveness in carrying out work tasks and responsibilities.

In general overall, average The answer score index for the Professional Fatigue variable was obtained at 46.50, which is in the moderate category. This condition shows that in a way general, for power health professionals at XXX Hospital experienced symptoms of burnout, but not to a very high or severe level.

### 3.3. Motivation Employee

Variables Motivation Employee consists of two dimensions with six statement items.

**Table 3.** Analysis Three Box Method Variables Motivation Employee

Variables	Index	Category
Motivation Intrinsic	44.08	Medium
Motivation Extrinsic	46.08	Medium
Average Motivation Employee Index	45.08	Medium

Source: Data Primary, 2025

Based on Table 3, the indicators are known Motivation Employee with The lowest index is in statement number 1 in the “ Intrinsic Motivation ” dimension, which states “I feel satisfied when I successfully complete a task well..”. The index for this statement is 43.75, which is in the moderate category. This illustrates that health professionals at XXX Hospital are experiencing a decrease in motivation, which means they start to feel less satisfied with their achievements in work. This condition can be caused by heavy workload, lack of appreciation, minimal development opportunities self, as well as a lack of meaning in work.

In general overall, average The score index of the Employee Motivation variable answer was obtained at 45.08, which is in the moderate category. This condition shows that in general, health professionals still have work enthusiasm, but are not yet at an optimal level.

This shows that motivation health professionals can be further improved by providing better appreciation, providing clear career paths, improving work-life balance, and creating a more supportive work environment.

### 3.4. Satisfaction Life

The Life Satisfaction variable consists of four dimensions with twelve statement items.

**Table 4.** Three Box Method Analysis of Life Satisfaction Variables

Variabel	Indeks	Kategori
Life Chances	46,00	Medium
Course of Events	45,92	Medium
Flow of Experience	47,92	Medium
Evaluation of Life	47,25	Medium
Average Life Satisfaction Index	46,77	Medium

Source: Data Primary, 2025

Based on Table 4, it is known that the Life Satisfaction indicator with the lowest index is in statement number 4 in the " Course " dimension. Of Events ”, which states “I feel capable of managing the important events in my life with Good.". Index For This statement is 45, which falls into the moderate category. This describe part professional staff ; health in House XXX pain experienced challenges in balancing personal life and work, dealing with high work pressure, as well as feel not enough own control over important events in their lives.

In general overall, average The score index for the Life Satisfaction variable was obtained at 46.77, which is in the moderate category. This condition shows that in general, health

professionals at XXX Hospital face challenges in balancing their work and personal lives, which has the potential to cause the decline life satisfaction.

**Table 5.** Matrix Average Analysis Three Box Method

No	Variables	Score			Behavior
		Low (18.5- 36)	Currently (37-55.5)	Tall (56- 74)	
1	Organizational culture		+		Culture Organization need reinforcement
2	Professional Burnout		+		There is Symptoms of Fatigue
3	Motivation Employee		+		Experience decline Motivation
4	Life Satisfaction		+		Not yet fulfilled optimally

Source: Results Processing Data By Researcher, 2025

Three Box Method matrix , Table 5 shows that Organizational Culture has a score in the medium category, meaning that organizational culture already exists, but still requires strengthening in terms of stability, operational efficiency and involvement. health professionals in the organizational structure. A stronger organizational culture can be achieved by clarifying the organization's vision and values, improving internal communication, improving work systems, and ensuring that health professionals are more involved in the decision-making process. With these improvements, health professionals will be more connected to the organization, feel more appreciated, and be more effective in working as a team, so they can provide more optimal health services to patients, reduce professional burnout, increase employee motivation and support health professionals' life satisfaction.

Professional Burnout scored in the moderate category, meaning that healthcare professionals are experiencing symptoms of burnout, and there is a potential for increased risk if this condition is allowed to persist. . Condition This Can due to by burden Work Which heavy, lack of training and recognition, as well as pressure from the work environment and organizational culture.

Employee Motivation scored in the moderate category, meaning that health professionals still have work enthusiasm, but are not yet at an optimal level. This shows that motivation power health professionals can be further improved by providing better appreciation, providing clear career paths, improving work-life balance, and creating a more supportive work environment.

Satisfaction Life get the score is at category moderate, meaning that health professionals face challenges in balancing their work and personal lives, which potential cause decreased life satisfaction.

In general overall, results findings This shows that Organizational Culture plays a role in determining the level of professional burnout and employee motivation , which ultimately has

an impact on the life satisfaction of health professionals. This result can be interpreted as the stronger the organizational culture is felt, the lower the level of professional burnout will be and employee motivation is getting higher. The decrease in professional burnout and the increase in employee motivation due to the strength of a good organizational culture will be felt by health professionals. then it will increase life satisfaction perceived by health professionals. These findings provide a more comprehensive understanding of the influence of organizational culture on health professionals and its implications for efforts to improve life satisfaction.

## **4. Discussion**

### **4.1. The Influence of Organizational Culture on Life Satisfaction through Professional Burnout and Work Motivation as Intervening Variables**

The results showed that there is an effect of organizational culture on life satisfaction through professional burnout and employee motivation as intervening variables in XXX Hospital.

This shows that organizational culture plays a role in determining the level of professional burnout and employee motivation, which in turn has an impact on the life satisfaction of health professionals at XXX Hospital.

This result can be interpreted that the stronger the organizational culture perceived by health professionals, the lower the level of professional burnout and the higher employee motivation. The decrease in professional burnout and the increase in employee motivation due to the strength of a good organizational culture will be felt by health professionals and will then increase the life satisfaction felt by health professionals. These findings provide a more comprehensive understanding of the influence of organizational culture for health professionals and its implications for efforts to increase life satisfaction.

H1: Based on the theory and research results used in this study, it can be said that Organizational Culture affects Life Satisfaction through Professional Fatigue, and Employee Motivation in Health Professionals.

### **4.2. The Influence of Organizational Culture on Professional Burnout**

The results of hypothesis testing show that there is an effect of Organizational Culture on professional burnout in health professionals at XXX Hospital with a negative direction. This means that the stronger the organizational culture perceived by health professionals, the lower the level of professional burnout experienced. Conversely, the lower the organizational culture perceived by health professionals, the higher the level of professional burnout experienced. The results of this study indicate that organizational culture has a significant effect on professional burnout. A positive organizational culture can serve as a tool to prevent and reduce burnout experienced by health professionals.

H2: Based on the theory and research results used in this study, it can be said that Organizational Culture has a negative influence on Professional Fatigue.

#### **4.3. The Influence of Organizational Culture on Employee Motivation.**

The results of hypothesis testing show that there is an influence of organizational culture on employee motivation in health professionals at XXX Hospital with a positive direction. This means that the stronger the organizational culture perceived by health professionals, the higher the level of employee motivation. Conversely, if the organizational culture perceived by health professionals is low, the level of perceived productivity tends to be lower. The results of this study indicate that organizational culture has a significant effect on employee motivation. A positive organizational culture can increase employee motivation by creating a supportive work environment and providing a sense of security for them.

H3: Based on the theory and research results used in this study, it can be said that Organizational Culture has a positive influence on Employee Motivation.

#### **4.4. Influence Fatigue Professional to Life Satisfaction**

The results of hypothesis testing show that there is an effect of professional burnout on life satisfaction in health professionals at XXX Hospital with a negative direction. This means that the higher the professional burnout felt by health professionals, the lower the level of life satisfaction experienced. Conversely, the lower the professional burnout felt by health professionals, the higher the level of life satisfaction experienced. The results of this study suggest that professional burnout has a negative impact on life satisfaction, especially among health professionals.

H4: Based on the theory and research results used in this study, it can be said that Professional Fatigue has a negative influence on Life Satisfaction.

#### **4.5. The Influence of Employee Motivation on Life Satisfaction**

The results of hypothesis testing show that there is an effect of employee motivation on life satisfaction in health professionals at XXX Hospital with a positive direction. This means that the higher the employee motivation felt by health professionals, the higher the level of life satisfaction. Conversely, if the employee motivation felt by health professionals is low, then the level of life satisfaction tends to be lower.

H5 : Based on the theory and research results used in this study, it can be said that Employee Motivation has a positive influence on Life Satisfaction.

### **5. Conclusions**

Based on the results of the study, the conclusions in this study are:

- a. There is an effect of organizational culture on life satisfaction through professional burnout and employee motivation as an intervening variable on health professionals at XXX Hospital simultaneously.



- b. There is an influence of Organizational Culture on Professional Fatigue in health professionals in XXX Hospital with negative direction. This means that a strong organizational culture in the hospital has a very important role in suppressing professional burnout that is often experienced by health professionals.
- c. There is an influence of Organizational Culture on Employee Motivation in health professionals in XXX Hospital with a positive direction. This means that a strong organizational culture in the hospital is proven to increase employee motivation among health professionals.
- d. There is an effect of Professional Fatigue on Life Satisfaction among health professionals in XXX Hospital with a negative direction. This means that high professional burnout in the hospital is proven to have an impact on decreasing life satisfaction among health professionals.
- e. There is an effect of Employee Motivation on Life Satisfaction among health professionals in XXX Hospital with a positive direction. This means that high employee motivation in the hospital increases life satisfaction among health professionals. Sections must summarize briefly and concisely the contents of the document or essay.

**Funding:** “This research received no external funding”.

**Data Availability Statement:** The datasets generated and/or analyzed during the current study are available from the corresponding author upon reasonable request. Due to the sensitive nature of the data and institutional regulations, certain restrictions may apply.

**Acknowledgments:** The authors would like to express their sincere gratitude to all individuals and institutions who supported this research. Special thanks are extended to the management and staff of XXX Hospital, particularly the nurses and administrative personnel, for their cooperation and participation. We also acknowledge the valuable guidance and constructive feedback provided by our academic supervisors and reviewers throughout the research process.

**Conflicts of Interest:** “The authors declare no conflict of interest.”

## References

- [1] [A. Altaf, “The Impact of Organizational Culture on Organizational Effectiveness: Implication of Hofstede Cultural Model as Organizational Effectiveness Model,” *Int. J. Interdiscip. Soc. Sci.*, vol. 6, no. 1, pp. 161–174, 2011, doi: 10.18848/1833-1882/CGP/v06i01/51996.
- [2] S. Amanullah and R. R. Shankar, “The Impact of COVID-19 on Physician Burnout Globally: A Review,” *Healthcare*, vol. 8, no. 4, p. 421, 2020, doi: 10.3390/healthcare8040421.
- [3] C. C. Araujo, E. E. Giri, and A. D. C. Soares, “The Effect of Leadership and Employee Motivation on Business Success and Organizational Performance (Study at Aeroporto Presidente Nicolau Lobato, Dili and Timor Leste),” *Int. J. Multicult. Multirelig. Underst.*, vol. 7, no. 7, pp. 506–514, 2020, doi: 10.18415/ijmmu.v7i7.1887.

- [4] C. L. Arikan and D. Enginoglu, "How Elements of Corporate Culture Affect Overall Firm Performance," *Int. J. Bus. Manag. Econ. Res.*, vol. 7, no. 3, pp. 680–689, 2016. [Online]. Available: <https://www.researchgate.net/publication/374029943>
- [5] O. Azzem and O. Mahmut, "The Effects of Occupational Stress on Burnout and Life Satisfaction: A Study in Accountants," *Qual. Quant.*, vol. 47, no. 5, pp. 2785–2798, 2013, doi: 10.1007/s11135-012-9681-6.
- [6] A. B. Bakker and E. Demerouti, "The Job Demands-Resources Model: State of the Art," *J. Manag. Psychol.*, vol. 22, no. 3, pp. 309–328, 2007, doi: 10.1108/02683940710733115.
- [7] H. Bettayeb, M. T. Alshurideh, and B. Al Kurdi, "The Effectiveness of Mobile Learning in UAE Universities: A Systematic Review of Motivation, Self-Efficacy, Usability and Usefulness," *Int. J. Control Autom.*, vol. 13, no. 2, pp. 1558–1579, 2020.
- [8] J. Bosak, S. Kilroy, D. Chenevert, and P. C. Flood, "Examining the Role of Transformational Leadership and Mission Valence on Burnout Among Hospital Staff," *J. Organ. Eff. People Perform.*, vol. 8, no. 2, pp. 208–227, 2021, doi: 10.1108/JOEPP-09-2020-0173.
- [9] B. L. R. Budianti, A. Agusdin, and S. Write to me, "The Influence of Work Discipline, Motivation, Job Satisfaction and the Work Environment on the Performance of Contract Employees," *Int. J. Multicult. Multirelig. Underst.*, vol. 7, no. 11, pp. 1–10, 2020.
- [10] T. H. Caleb and L. W. Bart, "Optimism, Stress, Life Satisfaction, and Job Burnout in Restaurant Managers," *J. Psychol.*, vol. 141, no. 6, pp. 565–579, 2007, doi: 10.3200/JRLP.141.6.565-579.
- [11] K. S. Cameron and R. E. Quinn, *Diagnosing and Changing Organizational Culture Based on the Competing Values Framework*, 3rd ed. San Francisco, CA, USA: Jossey-Bass, 2011.
- [12] S. H. J. Chan, K.-T. Chan, and Y. E. Chan, "Burnout in learning organizations: The roles of organizational respect, job satisfaction and job insecurity," *Learn. Organ.*, vol. 29, no. 5, pp. 506–526, 2022.
- [13] M. Csikszentmihalyi, *Flow: The Psychology of Optimal Experience*. New York, NY, USA: Harper & Row, 1990.
- [14] L. Copuš, H. Šajgalíková, and E. Wojčák, "Organizational culture and its motivational potential in manufacturing industry: Subculture perspective," *Procedia Manuf.*, vol. 32, pp. 360–367, 2019.
- [15] E. Dane, "Paying attention to mindfulness and its effects on task performance in the workplace," *J. Manag.*, vol. 37, no. 4, pp. 997–1018, 2011.
- [16] E. L. Deci and R. M. Ryan, *Intrinsic Motivation and Self-Determination in Human Behavior*. New York, NY, USA: Plenum, 1985.
- [17] D. R. Denison, "What is the difference between organizational culture and organizational climate? A native's point of view on a decade of paradigm wars," *Acad. Manag. Rev.*, vol. 21, no. 3, pp. 619–654, 1996.
- [18] E. Diener, "Subjective well-being," *Psychol. Bull.*, vol. 95, no. 3, pp. 542–575, 1984.
- [19] E. Diener, E. M. Suh, and R. E. Lucas, "Subjective well-being: The science of happiness and life satisfaction," in *Handbook of Positive Psychology*, C. R. Snyder and S. J. Lopez, Eds. Oxford, UK: Oxford Univ. Press, 2002, pp. 63–73.
- [20] L. N. Dyrbye et al., "Burnout among US medical students, residents, and early career physicians relative to the general US population," *Acad. Med.*, vol. 89, no. 3, pp. 443–451, 2014.
- [21] E. Elhadi et al., "Knowledge, attitude, and acceptance of healthcare workers and the public regarding the COVID-19 vaccine: A cross-sectional study," 2021.
- [22] A. Eman, A. Muhammad, O. Bader, and M. Raed, "The impact of corporate culture and employee motivation on organization effectiveness in Jordanian banking sector," 2021.
- [23] A. A. R. Fernandes, "The effect of organization culture and technology on motivation, knowledge assets and knowledge management," *Int. J. Law Manag.*, vol. 60, no. 5, pp. 1087–1096, 2018.
- [24] A. Forsgren and L. Haskell, "The impact of corporate social responsibility on intrinsic and extrinsic employee motivation: A mixed-method study of Sodexo," Umeå School of Business and Economics, Sweden, 2015.
- [25] H. J. Freudenberger, "Staff burnout," *J. Soc. Issues*, vol. 30, no. 1, pp. 159–165, 1974.

- [26] I. Ghozali, *Multivariate Analysis Application with IBM SPSS21 Program: PLS Regression Update*. Semarang, Indonesia: Diponegoro Univ., 2013.
- [27] B. Goštautaitė, I. Buciūnienė, A. Dalla Rosa, R. Duffy, and H. J. Kim, "Healthcare professionals by calling are less likely to be burned out: The role of social worth and career stage," *Career Dev. Int.*, vol. 25, no. 6, pp. 649–670, 2020, doi: 10.1108/CDI-10-2018-0255.
- [28] F. Herzberg, B. Mausner, and B. Snyderman, *The Motivation to Work*. New York, NY, USA: Wiley, 1959.
- [29] S. E. Hobfoll, "Conservation of resources: A new attempt at conceptualizing stress," *Am. Psychol.*, vol. 44, no. 3, pp. 513–524, 1989.
- [30] G. Hofstede, *Cultures and Organizations: Software of the Mind*. London, UK: McGraw-Hill, 1990.
- [31] S. S. Huang et al., "Organizational culture and trust affect the team-based practice and job satisfaction of nurse practitioners in acute care hospitals: A national survey," 2024.
- [32] S. Ilyas, A. Kinnaird, and F. Ashfaq, "The impact of perceived organizational support on professional commitment: A moderation of burnout and mediation of well-being," *Int. J. Sociol. Soc. Policy*, vol. 43, no. 7/8, pp. 710–726, 2023.
- [33] T. Johnson and S. Shamrooh, "Predictive modeling of burnout based on organizational culture perceptions among health systems employees: A comparative study using correlation, decision tree, and Bayesian analysis," *Sci. Rep.*, vol. 14, p. 6083, 2024.
- [34] C. Kearney, P. Dunne, and W. J. Wales, "Entrepreneurial orientation and burnout among healthcare professionals," *J. Health Organ. Manag.*, vol. 34, no. 1, pp. 16–22, 2020.