

THE ROLE OF ORGANISATIONAL CULTURE IN EMPLOYEE TURNOVER INTENTION: A SURVEY OF EMPLOYEES OF PUBLIC AND PRIVATE ORGANISATIONS IN JOS.

By

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ABSTRACT

Against the contention that employee turnover intention represents the most consistent predictor of turnover, which has serious direct and indirect costs with negative impact on the bottom-line, this study examined the problem in both public and private sector settings in a survey of 150 employees. Structured questionnaires guided by the organisational culture assessment instrument of Cameron & Quinn and the 3-item inventory turnover invention scale of Cammani, Jenkins and Klesh, were completed by 119 employees, and analysed using Pearson Correlation Coefficient, Analysis of Variance and Kruskal –Wallis test, in testing hypotheses on the relationship between turnover intention and the specified organisational culture characteristics, as well as the difference in turnover intentions between public and private sector employees. The results indicate a significant relationship between the variables of organisational leadership, management of employees and criteria of success, which varies significantly between employees in the public and private sectors, while the relationship with dominant characteristics, strategic emphasis and organisational glue were found not to be significant. Based on these, recommendations were made to managements of organisations to emphasise practices via leadership and management styles with cognizance of what employees consider their success outcomes that trigger job satisfaction with the attendant commitment, hence less disposition to leave.

Keywords: Competing values framework, Job satisfaction, Organisational culture, Turnover intention.

1.0 INTRODUCTION

Organisational goals attainment and sustainability for its survival and growth depends not just on the technical competence of its personnel, but particularly the psycho-social disposition – the feeling, thinking, attitude and behaviour – that underpin the desired performance. These psycho-social characteristics are among the bases of formation of an organisation's human capital, considered not just critical to success, but one of the most important sources of competitive advantage (Ireland, Hitt & Sirmon, 2003). Besides, the perception of the organisation by its personnel may determine whether they will continue to work or perform as expected for it or not. Two related phenomena are pertinent here: organisational culture (OC) and turnover intentions (TI), as contended that an appropriate OC provides an environment for employees to develop positive behaviour and attitude, including towards job outcomes that promote low TI (Meng &

Berger, 2019). The empirical and theoretical reviews (sections 2.2 and 2.3) lend considerable support to this association between OC and TI, arising largely from the nature of OC, which Mullins (2010, p.739) defined as “the collection of traditions, values, beliefs, policies and attitudes that constitute a pervasive 'context for everything we do and think in an organisation”.

Such pervasive context could be encouraging or otherwise to employees' decision or intention to remain or leave, hence impacting on the organisation's employee or staff turnover and intention. Defined as the ratio of the number of employees replaced to that of the average number of people who remain employed in the organisation (Price & Mueller, 1981, cited in Owhondah, Onuoha & Akhigbe, 2016), turnover, logically preceded by TI, is costly in several respects including work-flow disruptions, recruitment, selection and training costs, with effects on productivity and quality of the products or services (Essien, Adekunle & Oke-Bello, 2013; Medina, 2012), aside other effects, including on the society at large (Owolabi, 2012). This scenario of cost and negative effects with ultimate impact on profitability or effectiveness generally, applies also to turnover intention (TI), i.e. employees' desire to leave, due to absenteeism on account of job-hunting, late-coming, general poor attitude to work, among others (Owhonda et al., 2016).

Previous studies, some of which are as presented in the empirical review, including Eisenberger, Hutington, Hutchison, and Sowa (1986), Macintosh and Doherty (2010), Manetje and Martins (2009), and Tumwesigye (2010), have produced different outcomes of its (turnover intention's) link, direct or indirect via mediation, with OC. These and those in the Nigerian setting, including Mbah and Ikemefuna (2012), Owolabi (2012), Owhonda et al. (2016), and Umar and Ringim (2015), studied TI from such perspectives as job satisfaction (JS), promotion, commitment, job stress, organisational politics and justice, job insecurity, and environment, with significant relationships established. The theoretical bases of some of these studies included path analysis (Macintosh & Doherty, 2010), organisational support (Eisenberger et al. 1986), and social/psychological exchange (Owhondah et al., 2016; Umar & Ringim, 2015).

Evidently, their theoretical perspectives with accompanying methodologies and other notable features, including the focus in terms of broad sectors, leave room for additional or enhanced insights into the all-important, complex nature of OC, considered to be the differentiating factor between successful and other organisations (Cameron, 2004). Specifically, none of these studies adopted the Competing Values Framework (CVF) which has a unique culture measurement tool, the Organisational Culture Assessment Instrument (OCAI), developed by Cameron & Quinn (1999), obviously with broader OC dimensions than any of the foregoing. This is a gap this study sought to contribute to bridging, hence its appropriateness, moreso that it adopted a comparative perspective as opposed to most of the foregoing which focused virtually wholly on one sector – private. Evidence abounds of public servants not only changing jobs, but expressing intentions for change to both public and, especially, private sector organisations considered to offer higher employment-based incomes and other rewards (Onwuemene & Oni, 2017; Rogger, 2017). Again, the variables and outcomes of most previous studies were specific phenomena, such as JS and commitment, relating with TI, without identifying the broad OC dimensions triggering them, an approach this study attempted to remedy.

1.1 **Research Problem/ Questions**

Organisational goal attainment and sustainability are invariably dependent on the desired performance of the workforce, particularly its continued availability and in the right frame of mind – satisfied and committed modes. The threat to organisations in this regard is not just employee turnover but especially intentions thereto. Employees with intentions to leave may be officially, but not practically fully available, as they may either be occasionally absent job-hunting or when not doing so would not be in the right frame of mind or the desired attitude for expected performance. Since they may be job-hunting either physically or on the internet or thinking in that direction along the line of events consistent with the Mobley Model of a series of events and actions culminating into actual turnover (Mobley, 1977, cited in Owhondah et al., 2013), they would already be dissatisfied with their current organisation and thus low on commitment to it, hence low productivity in both quality and quantity terms. The total cost of these is obvious, reflected in paid wages for days absent, loss in business, problem-solving process and focus shifted from official to personal schedules, aside disruption in work-flow, high stress and low morale of other staff, with attendant impact on overall productivity (Essien et al., 2013; Medina, 2012; Owhondah et al., 2013).

Obviously, the incidence of TI is not unrelated with some of organisations' policies and strategies, being the integral products of their cultures (Allaire & Firsirotu, 1984). The specifics of the culture is what seems to be the missing link. Organisations' dominant defining features, style of managing employees, organisational leadership natures could have the likelihood of causing the dissatisfaction that triggers the desire to leave. Similarly, the issues considered of strategic emphases to the organisation, as well as defining its success criteria, could be at variance with those of the employees', and what the organisation may consider the values that bind components together and thus must be imbibed.

Accordingly, the research questions thus were (a) what is the relationship between employee TI and each of the OC dimensions of dominant characteristics, organisational leadership, management of employees, organisational glue, strategic emphases, and criteria of success? (b) Is there any difference in the turnover intentions of employees in private and public sector organisations?

1.2 **Study Objectives**

The aim of the study was to investigate the role that OC plays in the turnover intention of employees in organisations, with specific objectives of determining the nature of relationship between its dimensions of dominant characteristics, organisational leadership, management of employees, organisational glue, strategic emphases and criteria of success and the turnover intention of employees. This was aside investigating the difference in TI of private and public sector organisations' employees.

1.3 **Research Hypotheses**

The following hypotheses were formulated, in the null versions, guided by the relevant literature, to be tested to achieve the objectives:

H₁: Dominant characteristics has no significant relationship with turnover intention.

H₂: Organisational leadership has no significant relationship with turnover intention.

- H₃: Management of employees has no significant relationship with turnover intention.
- H₄: There is no significant relationship between organisational glue and turnover intention.
- H₅: There is no significant relationship between strategic emphases and turnover intention.
- H₆: Criteria of success has no significant relationship with turnover intention.
- H₇: There is no significant difference in turnover intention of private and public sector employees.

2.0 LITERATURE REVIEW

2.1 Conceptual Review

2.1.1 Organisational Culture

Allaire and Firsirotu (1984) posit that there is no generally accepted definition of OC, but nonetheless define it as the embodiment of “the organisation’s expressive and affective dimensions in a system of shared and meaningful symbols manifested in myths, ideology and values and in a multiple cultural artifacts...” (p.213). Considered integral elements of this conceptualization are the formal structures, strategies, policies and management processes along with all other aspects that make the functioning of the organisation a reality.

According to Manetje and Martins (2009), it is a system of shared meaning held by members, distinguishing the organisation from others. Generally, OC is considered to be the shared values, beliefs and assumptions existing within an organisation that help to guide and coordinate behaviour (Macintosh & Doherty, 2010), hence acting as a system of social control and influence on employees’ attitudes and behaviour. Perhaps a more comprehensive conceptualisation is that provided by Schein (1985), cited in Stoner, Freeman and Gilbert (2003, p.155), as:

A pattern of shared basic assumptions that a group invents, learns as it solves its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems.

Ojo (2010) comments on this definition to the effect that it basically entails implications of groups facing the twin challenges of integration of members into an effective whole and adapting to the external environment for survival purposes, learning and sharing collectively the processes of finding solutions to these challenges over time, thereby constituting its culture. This conceptualization has three basic elements with dual impact on each other (Stoner et al., 2003, p. 155): *artefacts* which represent the things that one sees, hears and feels upon encountering a new culture, or the visible aspects of culture; *espoused values*, which are the reasons for action or what is believed to be good, right, desirable; and *basic assumptions*, representing unspoken beliefs that society or group members take for granted, but concern the right way of doing things.

Cameron and Quinn (1999) aside also generally conceiving of OC as taken-for-granted values, underlying assumptions, expectations and collective memories rife in an organization, consider it to be more specific reflection of the organization in its values, dominant leadership styles, language and symbols, procedures and routines, and what it defines as success that distinguishes it from others (Alharbi & Abedelrahim, 2018). Included here are some of the dimensions they used in measuring practices that define the dominant culture of an organization as depicted in the CVF, elaborated in subsequent sections. Incidentally, its (CVF) components have been identified as characteristics of OC, to include innovativeness and risk-taking, aggressiveness and competitiveness in goals' pursuit and outcome orientation (Robbins & Judge, 2018, cited in Edeh, Ugwu, Ikpor, Nwali, & Udeze, 2019).

These conceptualisations contain elements that characterize OC, which we conceive of as a system of shared, learned, transmissible, dynamic values, beliefs and norms among organisational members that underlie its processes and strategies, in the context of, and reference with the culture of the wider society in which the organisation exists and operates, that influence the actions and expectations of members.

2.1.2 Turnover Intention

Unlike most management concepts, turnover intention is more easily conceptualised, in view of the few differences in the common elements of the various definitions encountered. Virtually all scholars are emphatic on its voluntary nature, underlined by the willingness of employees to leave an organisation in the future, some assigning a specific period (Medina, 2012) with others not being specific (Mobley, 1977). Others bring out more clearly the voluntary nature with their definitions of "conscious and deliberate willingness" to leave an organisation for another in the future (Idiegbeyanose, Okpeke & Nwokeoma, 2018). TI invariably borders on not just employees' conscious and deliberate willingness to voluntarily leave current organisations for others in the future on account of not being satisfied with the current ones, but also making efforts to actualise the considerations and dispositions to that effect.

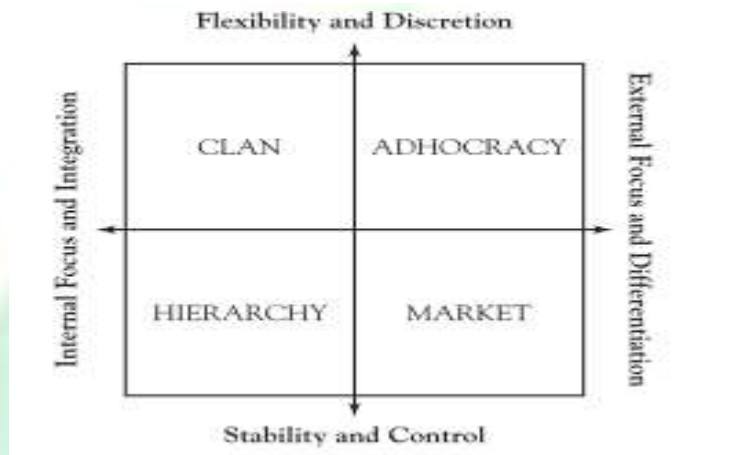
TI is of great concern to organisational management in view of the costs, highlighted in section 1.3, its nature as an indicator of employees' psychological attachment to an organisation (Umar & Ringim, 2015), and its being the best predictor of actual turnover (Firth, Mello, Moore & Loquet, 2004). Concern over intention, with the attendant preference for focus thereon, rather than actual turnover, is underlined by unreliable statistics or the problem of environmental factors being responsible for the latter, hence possible impairment of management insight into the effectiveness of its strategies (Medina, 2012; Price & Mueller, 1981).

2.2 Theoretical Review

The study is anchored on the **Competing Values Framework (CVF)** of Cameron and Quinn (1999), considered to be one of the 50 most important, influential and extensively used models in OC research and business history (Igor & Skitmore, 2006; Yu & Wu, 2009). Developed initially by Quinn and Rorhbaugh (1983) for analysing organisational effectiveness generally, the CVF has been enhanced and validated severally over time. Its popularity has been occasioned by its having been found (Cameron & Quinn, 1999, 2006) to be an effective framework for profiling and changing organisations' dominant cultures. It is basically a two-dimensional model with the key factors underlying organisational effectiveness in opposite positions to each other – flexibility (discretion,

dynamism) versus control (stability, order) and internal (integration, unity) versus external (differentiation, rivalry) focus, as appear in figure 1.

Figure 1: Competing Values Framework



Source: Cameron and Quinn (1999).

When organisational practices are analysed using the two dimensions, four cultures are discernible, which Cameron and Quinn (1999) labelled Clan, Hierarchy, Market and Adhocracy, each depicting a dominant set of indicators, with the distinct features they highlighted, pitching clan (collaborate) against market (compete) and adhocracy (create) against hierarchy (control) (figure 1). The clan culture depicts friendly, family-like relationships focused on employee teamwork and participation with goals of high commitment and morale, consequent upon mentorship and parent-like support leadership, while hierarchy culture characterises highly formalised structural relationships committed to smooth, efficient and stable operations and output with appropriate controls. Market typifies rationality steeped in competitive target-achievement through demanding leadership for high productivity and market dominance, while adhocracy epitomises dynamic entrepreneurial operations and mechanisms targeted at innovative products and markets.

These dominant cultures formed the theoretical basis for the OCAI for the measurement of organisational practices to fit into any of the categories. The OCAI has six culture dimensions which Cameron and Quinn (1999) labelled dominant characteristics, management of employees, organisational leadership, organisational glue, strategic emphases, and criteria of success. Each dimension has four alternatives or elements each fitting into or describing a fundamental feature of one of the broad culture categories, both currently and the future (preferred state). This is the use to which most studies, including Alharbi and Abdelrahim (2018) and Lizbertinova, Lorincova, & Caha (2016) that have adapted or adopted it put it – identifying the prevailing culture of the organisation and the preferred variant. Some have validated it for different purposes – to determine the relationship with or effect on specific constructs, including JS and commitment (Abiola-Falemu, 2013), and effectiveness and efficiency (Edeh et al., 2019).

In this study, the OCAI is used for explaining the relationship of OC with TI. Though no study known to us has applied this framework to TI, we contend that since several of its dimensions have been successfully tested for significant relationship with or effect on related organisational variables, notably JS and commitment (Abiola-Falemu, 2013), detailed in the empirical review, it can adequately explain the relationship of OC with TI. Further, this relationship is obvious from each element of the major dimensions. For instance, for the organisational leadership dimension, the degree to which leadership mentors and nurtures employees, encourages or stifles the entrepreneurial spirit of innovation and creativity, uncompromisingly drives targets-achievement, with negative sanctions for short-falls, and is committed to strict adherence to operating procedures irrespective of prevailing environmental dynamics, logically is a potential strong basis for employees to think of either staying with or leaving the organisation.

Even in terms of the broad categories on the CVF, the relationship with TI is obvious. For many employees, a clan culture with emphasis on high morale, commitment, cohesion, teamwork and participation, with leaders as mentors, supporters and facilitators is a high potential for low TI, compared to a logically high TI associated with a market culture that emphasises competitive winning at all times and cost by employees driven hard under intense pressure and threats, for targets-achievement. Similarly, an obvious high TI is associated with employees who value the freedom to unleash their innovation and creativity but are in an organisation that values highly formalised processes under strict controls and evaluation mechanisms.

2.3 Empirical Review

Empirical evidence abounds on the relationship between OC and TI, both in the global and Nigerian contexts based on different measurement methods and instruments, but virtually non-existent in the theoretical context of the CVF, except the study of Abiola-Falemu (2013) on related variables. Abiola-Falemu (2013) found all dimensions of the OCAI relating significantly with virtually all proxies of JS investigated, namely work interest, pay package, job security, opportunities for personal development, and employee welfare and retirement package. Others were availability of tools, trust and reliability, equal treatment and justice, and good working conditions. While dominant characteristics was found to be significantly related with all JS proxies except opportunities for personal development, availability of tools and equity and justice, organisational leadership and management of employees were both significantly related to all JS proxies except availability of tools. Similarly, while equity and justice were the exceptions in organisational glue and strategic emphases, opportunities for personal development was the exception for criteria of success. Studied along with JS was commitment, proxied by leadership, management style, cooperation and communication, relationships, common values and vision, motivation, training and development, employee welfare concerns, job position, length of service, age and tenure, and marital status. These were all found to have significant relationship with all the OCAI dimensions, hence underscoring the inextricable link of OC with employee commitment.

As stated in the theoretical review, JS and commitment are among the key variables empirically found to be significantly related to TI, either directly or in a mediated status through different methodologies and theoretical foundations. Firth et al. (2004), Mackintosh and Doherty (2010) and Manetje and Martins (2009) found that the intentions to quit were highly influenced by JS, lack of commitment to the organisation and their various dimensions. Specific aspects of JS and commitment were also reported as pay, nature of work and supervision (Mbah & Ikemefuna, 2012), and promotion or with pay growth, supervision style (Owhondah et al., 2016). Employees feel satisfied/committed or otherwise with organisational policies, strategies or practices, which are all rooted in OC.

In other contexts, Owolabi (2012) found such significant relationship of TI with organisational justice in terms of fairness in distribution of rewards and other outcomes including supervisors' style of leadership in the banking industry. Similarly, Idiegbeyan-ose et al. (2018), established significant relationships between perceived organisational politics and injustice, job stress and work environment and TI among library staff of private universities in South-West Nigeria.

Organisational support was found to be significantly related to TI. This is evident from the early validated postulations such as Eissenberger et al.'s (1986), to more recent studies (Gbadamosi, Ndagi & Oni, 2007), and Umar and Ringim's (2015) conclusions bordering on employee's perception of breach of the psychological contracts by their employers on personal welfare and several related.

3.0 METHODOLOGY

3.1 Research Design

The correlational design was adopted for the study as the aim was to determine and explain the relationship between OC and TI. To achieve this, the survey perspective with cross-sectional approach was employed, since the study covered branch staff of three banks and three public sector organisations, with the data collected over a period of time. The choice of two distinct sectors was to establish that employees in all organisations hold TI, besides ascertaining whether significant differences exist in the phenomenon in the sectors. The quantitative approach was employed in the collection and analysis of data towards reaching objective conclusions, to underscore the underlying positivist and realist philosophies of the study.

3.2 Sample and Sampling Technique

In view of the number of organisations involved and other constraints with impracticability of engaging the population (estimated from availed information at 800) of employees of two Plateau State corporations, Industrial Training Fund (ITF) Head office and three banks in Jos/Bukuru metropolis, it became imperative to select a representative sample. The simple random sampling procedure was adopted in the selection of the participants, after some initial purposive approach by ensuring participation from broad functional divisions in the public entities.

For quality input, drivers, cleaners, security personnel, and directors were excluded from the survey, consistent with Mbah and Ikemefuna (2012) who excluded non-skilled personnel, general managers and expatriates considered unlikely to leave. Using Yamane's (1967) formula of $n = N / (1 + N(e)^2)$, with N and e being population (800) and 1 less assumed confidence level (95%), the sample size was determined to be 150, assuming variability rate of TI in the population between 30% and 40%, with sample size between 142 and 252 respectively (Watson, 2001, p.4). The size was judged appropriate largely in line with Saunders, Lewis and Thornhill (2016, p.279), that considering the relevant influences including the nature of analysis, population and cost, "the sample size is almost always a matter of judgement as well as of calculation".

3.3 Data Collection Instruments

The data were collected through a structured questionnaire, which was in three parts for respondents' demographics, OC and TI measures respectively. The responses for the OC and TI were designed on the 5-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5), consistent with Abiola-Falemu (2013) and Edeh et al. (2019) who validated the OCAI. The responses were self-explanatory with no jargon such that can be easily completed by respondents, with emphasis on voluntary participation in the study. Being focused on responses from employees only, the survey required no official approval other than from initial discussion with the unit heads/supervisors. The questionnaire was administered personally to the selected banks' staff, while those to the public organisations were done by research assistants. Of the 150 sets administered, 126 were returned, duly completed, with 119 found to have been properly completed, representing 79% of the sample.

3.4 Measures

OC was measured with the OCAI developed by Cameron and Quinn (1999), which has six measurable categories described in the third paragraph, while TI was measured using the 3-item inventory TI Scale developed by Cammanni, Fichman, Jenkins & Klesh (1979), with an internal composite consistency coefficient alpha of 0.78. Since both adopted measuring instruments have been validated globally (the OCAI by over 10,000 organisations, Cameron, 2004, let alone scholars), their validity and reliability have been solidly established and are thus not in doubt.

The measurement scales for TI were assigned to the statements originally conceived by Cammanni et al. (1979) that: 1) Employees will probably look for new job within the next one year, 2) Employees will actually look for a new job within the next one year, and 3). Employees often think of quitting.

Similarly, OC was measured by applying the appropriate scale on each of the four defining elements of the six categories (proxies) prevailing in their organisations:

Dominant Characteristics: shared personal information akin to an extended family; dynamic entrepreneurial state with individual employees taking risks; getting the job done through competitive achievement orientation; highly formal and control-oriented structure.

Organisational Leadership: mentoring, facilitating and nurturing leadership; entrepreneurial, innovative and risk-taking; no-nonsense, aggressive results-orientated; coordinating, organising and smooth-occurring efficiency.

Management of Employees: teamwork, consensus and participation; individual risk-taking, innovation, freedom and uniqueness; hard-driving competitiveness and achieving; security of employment, conformity, predictability and stability of relationships.

Organisational Glue: loyalty and mutual trust, and commitment to organisational achievement; commitment to organisational innovation and development; organisational goal attainment; formality of rules and policies and smooth operations.

Strategic Emphases: human development and high trust; acquiring new resources, creating new challenges and opportunities; competitive winning in the market place; permanence and stability, efficiency, control and smooth operations.

Criteria of Success: development of human resource, teamwork, commitment and concern for people; product innovation and leadership, and market innovation; winning in the market place, competitive leadership; efficiency, dependable delivery, smooth-scheduling and low-cost production.

3.5 Data Analysis Method

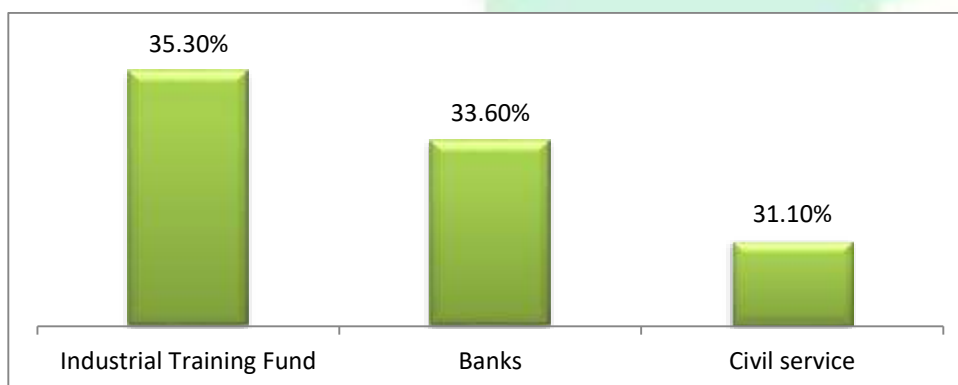
The collected data were analysed using the Pearson’s Correlation Coefficient to establish relationship between OC and TI. Each dimension of OC was pitched against TI for significant or otherwise relationship. The Analysis of variance was employed to test the difference in relationship of OC and TI between the entities in the private and public sectors. The assumptions of normal distribution and homoscedasticity were mitigated by the above-30 sample groups and the largest group not exceeding the smallest by 1.5 times (Saunders et al., 2016). The Kruskal-Walis test was used to complement the ANOVA in ascertaining the differences between the specific groups.

4.0 RESULTS

4.1.1 Respondents Sampled

Figure 2 show that 35%, 33.6% and 31.1% of the respondents were sampled from ITF, the banks, and the Plateau State public service respectively.

Figure 2: Sampled Respondents



Source: Survey Data

4.1.2 Socio-Demographic Characteristics

Table 1 indicates that the majority (36.1%) of the respondents were between 26-30 years, 9.2% were between 18-25 years, 16% were between 31-35 years, 17% were between 36-40 years, and 21% between 41-45 years or more. There were more male (63%) than female respondents (37%). Overall, there is all-encompassing representation, age and sex-wise.

Table 1: Socio-demographic Characteristics

	Frequency	Percent %
Age Group (years)		
18-25	11	9.2
26-30	43	36.1
31-35	19	16.0
36-40	21	17.6
41-45+	25	21.0
	119	100
Gender		
Male	75	63.0
Female	44	37.0
	119	100

Source: Survey Data

4.1.3 Years of Service

Table 1 presents the respondents in terms of how long they have worked for their organisations, with a slim (39.5%) majority having been in their present employment for between 1-5 years; with 27.7% and 21% having put in 6-10 years and 11-15 years respectively, hence providing sufficient basis for meaningful understanding of the problem being investigated.

Table 2: Experience (years)

	Frequency	Percent %
1-5	47	39.5
6-10	33	27.7
11-15	25	21.0
16-20	14	11.8
Total	119	100

Source: Survey Data

4.2 Hypotheses Testing

4.2.1 Testing Significant Relationship between Culture Dimensions and Turnover Intention

The six hypotheses tested were:

H₁: Dominant characteristics has no significant relationship with turnover intention.

H₂: Organisational leadership has no significant relationship with turnover intention.

H₃: Management of employees has no significant relationship with turnover intention.

H₄: There is no significant relationship between organisational glue and turnover intention.

H₅: There is no significant relationship between strategic emphases and turnover intention.

H₆: Criteria of success has no significant relationship with turnover intention.

The Pearson correlation coefficient was used for the tests at 5% or 0.05 level of significance, consistent with general convention in the social (and management) sciences (Saunders et al., 2016), with the matrix presented in table 3.

Table 3: Pearson’s Correlation Matrix

Correlations

	Dominant Character- istics	Organisational Leadership	Manage ment of Employees	Organisa tional Glue	Strategic Emphases	Criteria Of Success	Turnover Intention
Dominant Characteristics: Pearson Correlation Sign: (2-tailed) N	1						
Organisational leadership Pearson Correlation Sign: (2-tailed) N	.094 .306 119	1					
Management Employees: Pearson Correlation Sign: (2-tailed) N	.115 .204 119	.967* .000 119	1				
Organisational Glue: Pearson Correlation Sign: (2-tailed) N	.136 .141 119	.035 .705 119	.052 .577 119	1			
Strategic Emphases: Pearson Correlation Sign: (2-tailed) N	.093 .317 119	.224* .014 119	.194* .034 119	.111 .232 119	1		

Criteria of Success: Pearson Correlation	.096	.968**	.959**	.032	.191*	1	
Sign: (2-tailed)	.300	.000	.000	.726	.038		
N	119	119	119	119	119		
Turnover Intention: Pearson Correlation	.022	.215*	.223*	.137	.118	.198*	1
Sign: (2-tailed)	.815	.019	.015	.138	.203	.031	
N	119	119	119	119	119	119	

*Correlation is significant at the 0.05 level (2-tailed)

**Correlation is significant at the 0.01 level (2-tailed)

The following results emerge from Table 3:

- i) There is no significant relationship between dominant characteristics and turnover intention, ($r = 0.022$, $p = 0.815$), since $p > 0.05$.
- ii) There is a significant relationship between organisational leadership and turnover intention ($r = 0.215$, $p = 0.019$), since $p < 0.05$.
- iii) There is a significant relationship between management of employees and turnover intention ($r = 0.223$, $p = 0.015$), since $p < 0.05$
- iv) There is no significant relationship between organisational glue and turnover intention ($r = 0.137$, $p = 0.138$), since $p > 0.05$.
- v) There is no significant relationship between strategic emphasis and turnover intention ($r = 0.118$, $p = 0.203$), since $p > 0.05$.
- vi) There is a significant relationship between criteria of success and turnover intention ($r = 0.198$, $p = 0.031$), since $p < 0.05$.

Evidently, the null versions of the hypotheses of no significant relationship between TI and each of the culture metrics of dominant characteristics, organisational glue and strategic emphases, are not rejected, hence concluding that there is no significant relationship between TI and each of the OC proxies. Conversely, we reject the null versions of the hypotheses that there is no significant relationship between TI and each of organisational leadership, management of employees and criteria of success, and thereby accept the alternate versions that there is significant relationship between TI and each of the dimensions.

4.2.2 Testing Significant differences in Turnover Intentions of Public and Private Sector Employees

The hypothesis tested was:

H₇: There is no significant difference in turnover intention of private and public sector employees.

The details in Tables 4.1 and 4.2 were used for the test.

Table 4.1: Analysis of Variance Summary

Tests of Between-Subjects Effects

Dependent Variable: Turnover Intention

Source	Type II Sum Of Squares	df	Mean Square	F	Sig.
Corrected Model	351.755 ^a	2	175.877	56.488	.000
Intercept	4355.299	1	4355.299	1398.829	.000
Organisation	351.755	2	175.877	56.488	.000
Error	351.170	116	3.114		
Total	4961.00	119			
Corrected Total	712.924	118			

a. R-Squared = .493 (Adjusted R. Squared = .485)

Table 4.2: Descriptive Statistics

Dependent Variable: Turnover Intention

Organisation	Mean	Std. Deviation	N
ITF	3.74	.857	42
Banks	6.63	2.284	40
State Public Service	7.81	1.883	37
Total	5.97	2.458	119

The results from Table 4.1 show that there is a significant difference in the turnover intention of employees across organizations: $F = 56.488$, $df = 2$, $p = 0.000$. Table 4.2 portrays this statistical significance with mean TI scores of 3.74 (ITF employees), 6.63 (Bank employees), and 7.81 (State public servants). Clearly, the Plateau State public servants had the highest TI, with ITF staff having the least. Organization type was therefore significant in impacting TI, hence leading to the rejection of the Null hypothesis while accepting the alternative of a significant difference in TI of public and private sector employees.

The ANOVA test shows blanket significance of employee TI across organisations without specifics, which the Kruskal-Wallis test remedies as in the following tables with dependent variable transformed to ranks:

Table 5.1: Independent-Samples Kruskal-Wallis Test

Ranks			
	Organization	N	Mean Rank
Turnover intention	ITF	42	29.18
	Bank employees	40	69.18
	Civil servants	37	85.07
	Total	119	

Table 5.2: Independent-Samples Kruskal-Wallis Test Summary

Total N	119
Test Statistic	57.262 ^a
Degree Of Freedom	2
Asymptotic Sig.(2-sided test)	.000

a. The test statistic is adjusted for ties.

Table 5.3: Pairwise Comparisons of Organisation

Sample 1-Sample 2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig.
ITF-Bank employees	-39.996	7.530	-5.312	.000	.000
ITF-Civil servants	-55.889	7.685	-7.273	.000	.000
Bank employees-Civil servants	-15.893	7.774	-2.044	.041	.123

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same. Asymptotic significances (2-sided tests) are displayed. The significance level is .05.

As with the ANOVA, the overall statistical significance is evident across organisations ($H = 57.262$, $df = 2$, $p = 0.0005$), with ITF staff still least and State public servants highest in TI. The pairwise comparisons show that not only is there significant difference between employees in the private sector (Banks) and the public sector ($H=39.996$, $p=0.000$; $H=15.893$, $p=0.044$), it is also significant between the State and Federal arms of the public sector ($H=-55.889$, $p=0.000$), obviously because the latter being a Federal government parastatal provides more JS experiences than the former.

4.3 Summary and Discussion of Findings

From the analyses undertaken in 4.2, the following findings emerged:

- i) There is no significant relationship between employees' TI and the OC dimensions of dominant characteristics, organisational glue and strategic emphases. This is contrary to Abiola-Falemu's (2016) findings where these dimensions were significantly related to most and all proxies of JS and commitment, respectively. The non-significance of these dimensions to TI here may not be unconnected with their elements, described in section 3, designed to tend to further organisational interests rather than individual employees', including getting the job done; formality of roles/ structures; creating new challenges; stable, smooth operations.
- ii) There is significant relationship between employees' TI and the OC variables of organisational leadership, management of employees and criteria of success. The extent of mentoring, nurturing, entrepreneurial or control-minded leadership; team-building, participative, innovative or hard-driving employee management; with concern for people, market/product innovation, winning in the market place or efficiency, are logical grounds for TI, consistent with theoretical perspective. Empirically, these accord with the findings, including on pay, growth, supervision style, organisational justice and politics, job stress, organisational support (Eisenberger et al., 1986; Mbah & Ikemefuna, 2018; Nyamubarwa, 2013; Owolabi

et al., 2012), being bases for JS and commitment, consistent with Abiola-Falemu (2016).

- iii) There is a significant difference in the turnover intentions of the different organisations studied, hence evidence that employees in the private and public sectors differ in TI, consistent with Roger (2017) who found out that most public sector officials agreed that the private sector jobs pay better, though 89% of them feel satisfied, most probably because of job security, less stress, regular promotion/advancement and sundry welfare, as Gberevbie (2009) and Nwokocha and Iheriohanma (2012) concluded. Even within the public sector, there is glaring difference between the federal and state establishments studied, most probably due to the obvious fact that remunerations and other service conditions differ between the State and Federal government agencies.

5.0 CONCLUSION

The study investigated the role of organisational culture in turnover intention of employees across organisations, revealing that of the OC dimensions studied, those with greater prospects of influence on employees' personal goal attainment related with TI significantly, while those emphasising corporate goals not significantly related with TI. Conclusively, aspects of OC impact TI of employees in both public and private sectors of the Nigerian economy, though with differing levels of significance between private and public sector organisations, and between organisations in different tiers of the latter.

The practical implication for management is sufficient guide in adopting the leadership and management styles with due cognisance of what employees consider meaningful success to them personally, especially in terms of remuneration, advancement, welfare, security, sundry support, thus firm bases for JS with accompanying commitment, critical to curtailing TI. Theoretically, the findings affirm the CVF as a model for explaining sundry organisational behaviour, including TI, from a more comprehensive perspective, considering the broad scope of the measuring instrument, hence an additional methodology in the literature.

6.0 RECOMMENDATIONS

Based on the findings of the study, managements of organisations were admonished to promote OC practices in the form of leadership (strategies) that engender job satisfaction in the mould of mentoring, nurturing, facilitating job performances with reasonable degree of innovation and creativity. Secondly, employee management is advocated to revolve around building teamwork and considerable involvement allowing for reasonable individual flexibility, aside ensuring job security and predictability of advancement. Ultimately, effective organisational leadership and employee management specifically should focus on what employees define as their criteria of success, including personal development, satisfactory pay, promotion or advancement to their highest potentials, meaningful involvement in product and market innovation. Conversely, minimising TI entails management de-emphasizing practices that tend to favour organisational cohesion, operational strategies and features it considers defining from corporate goals achievement view with relatively less consideration of the employees' perspectives/interests.

Further, validating studies on TI are suggested on the broad cultural classification underpinning the CVF, as this study merely investigated its elements, typified in the OCAI, considering the dearth of studies employing this framework in this context globally. Such validating studies could include mechanisms for indicating to what extent OC explains TI.

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