



## Examining the nexus between organizational culture, organizational commitment and employee turnover intentions

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### Abstract

The study investigates the relationship between organisational culture, organisational commitment and turnover intentions of selected telecommunication firms in Nigeria. Explanatory and descriptive survey as a research design was adopted. The study's population constitutes employee of three communication firms in Lagos. The strategy of Cochran (1963) was used to calculate a sample size of 384 with the use of purposive and convenience sampling technique. The Statistical Package for the Social Sciences (SPSS) version 23 was used in analysing the data. The study revealed a significant positive relationship between organisational culture and organisational commitment ( $\beta=0.942$ ,  $t=38.070$ ,  $p=0.00$ ). Also, the study revealed an indirect influence of organisational culture on turnover intention. It revealed a significant negative relationship between organisational culture and turnover intention ( $\beta = -0.748$ ,  $t=-15.261$ ,  $p = 0.00$ ). Managerial implications and suggestions for future studies have been presented.

**Keywords:** Organizational culture, organizational commitment, turnover intentions, telecommunication industry, Lagos

### Introduction

With the incessant demands of consumers for value from organizations as a result of globalization and technology, the onus lies with organizations to redefine their values, mission and vision to help create a sense of identity as well as developing committed workforce for retention (Almerri, 2023)<sup>[4]</sup>. The reflection of this has jolted organizations into the realization of building a strong culture, as stated by (Komariyah, 2023)<sup>[18]</sup>. Lubis & Hanum (2020)<sup>[24]</sup> intimates that organisational culture is increasingly understood as a company asset that can be used to increase business performance and influence work attitudes. It has come as no surprises as most organizations investing their resources in building a strong culture, which according to Khan *et al.* (2021)<sup>[15]</sup> by having a strong culture, organizations can ensure that every member of the organization moves in the same direction and acts according to shared values and goals which is a recipe for achieving competitive advantage of value-based. Spicer (2020)<sup>[37]</sup> describes organizational culture as the attitudes, experiences, beliefs, and values of the organization, acquired through social learning that control the way individuals and groups in the organization interact with one another and with parties outside it. Thus, culture at the workplace, is an invisible but very powerful force that influences the behaviour of people and dictate how they dress, act and perform their jobs. This implies that every organisation has its own unique personality as humans do and is consciously and deliberately cultivated and passed on to incoming employees. In buttressing this, Iqbal *et al.* (2020) posit that the most important thing about culture is that, it is the only sustainable point of difference for any organisation as well as the glue that bonds an organization together. An organization's culture may make that organization more or less an attractive employment prospect to different individuals based on each person's value structure (Sugiarti *et al.*, 2021) as people tend to seek out and self-select organizations that epitomize their personal values and morals. Thus, organisational culture has important effects on the commitment and turnover intention of employees in organisations.

Studies such as Fidyah & Setiawati (2020) has shown essential relationships between different cultural models and a wide variety of specific organizational outcomes such as employee job satisfaction, organisational performance, turnover intentions, and organizational commitment. Indeed, research shows that employees who fit well with their organization's culture are less likely to leave and are generally more satisfied with the conditions of their employment, while those that are a poor fit are more likely to leave voluntarily and less likely to be promoted (Jamil *et al.*, 2022). Therefore, organizational commitment and turnover intentions is considered an important aspect in organisations today.

Callado *et al.* (2023) describe organisational commitment as the bond employees experience with their organisation. Rifa'i (2023)<sup>[38]</sup> shares that employees who are committed to their organisation generally feel that they fit in, feel they understand the goals of the organisation and have a connection with their organisation. The added value of committed employees is that they tend to be more determined in their work, show relatively high productivity and are more proactive in offering their support. The benefits of organisational commitment was articulated well by Putri *et al.* (2023)<sup>[36]</sup> when they emphasized that employees' level of commitment to an organization may make them more eligible to receive both extrinsic (e.g., wages and benefits) and psychological (e.g., intrinsic job satisfaction and relationships with coworkers) rewards associated with membership. Organizations value commitment among their employees, which is typically assumed to reduce withdrawal behaviors such as lateness and turnover. Organizational commitment has been found to be related to job performance and withdrawal behavior, such as intention to search for alternatives, intention to leave and turnover (Wikaningtyas *et al.*, 2023)<sup>[47]</sup>. Turnover intention is a measurement of whether a business or organisation's employees plan to leave their positions or whether that organisation plans to remove employees from positions (Palma-Moreira *et al.*, 2024)<sup>[33]</sup>. Paais & Pattiruhu (2020)

<sup>[32]</sup> share that organizations should have a set of values and beliefs which are commonly shared to create affinity and a connection with employees because people identify with the organization and are more likely to have values which benefit the organization.

Contemporary research has been conducted in the area of organizational culture on several constructs in recent times. Example relationship between organisational culture and turnover intentions (Palma-Moreira *et al.*, 2024) <sup>[33]</sup> organisational culture and organisational commitment (Sarhan *et al.*, 2020) <sup>[41]</sup> as well as organisational commitment and turnover intentions (Akçin, 2023) <sup>[1]</sup>. The above accumulated studies have explored the relationship between culture and various attitudes and behaviors of employees. Despite the significance of the relationship between organisational culture, organisational commitment, and turnover intentions, while researching the concepts, vast amount of research combined either two of the variables (ie. Organisational culture and organisational commitment; organisational culture and turnover intentions; organisational commitment and turnover intentions) in the private sector and public sector but scanty studies combined the three variables simultaneously, presenting a gap in literature.

Additionally, most of these studies cited above were conducted in developed countries such as USA, Portugal and Spain (Guzeller & Celiker, 2020; Palma-Moreira *et al.*, 2024; Suárez-Albanchez *et al.*, 2021) <sup>[9, 33, 44]</sup> with relatively few conducted in developing countries such as Nigeria (Fasola & Popoola, 2024) <sup>[7]</sup>. In response to the highlighted gaps identified, there is the need for empirical study to investigate whether a nexus exist between organisational culture, employee commitment and turnover intentions among private employees.

### Statement of Hypothesis

**H1:** organisational culture is positively related to organisational commitment

**H2:** organisational culture is negatively related to Turnover Intention

**H3:** organisational commitment is positively related to turnover intentions

### Significance of the Study

In the area of research, this study will add up to extant work in academic literature in the area of organisational culture, Organisational Commitment and turnover intention especially in the African context. Also, it will be among the few empirical studies to investigate the relationship between organizational culture, organisational commitment, and turnover intentions simultaneously within private sector institutions.

With relevance to practice, management would gain a better picture and understanding of the association between organisational culture and employee's attitude and behavior. Further, it will allow management to strengthen some of its related weaknesses and capitalize on the relevance of guaranteeing optimum satisfaction and retention of its employees through a favorable culture at the workplace. Lastly, management also benefits from the recommendations and gain a better picture and understanding of the link between culture, commitment and turnover intention and how to enhance employees' commitment levels within the organization and their job.

### Scope of the Study

The study will be carried out in selected firms of telecommunication firms in Lagos. Also, the number of employees in Nigeria are relatively large due to it several branches. As a result, the study will be limited to only permanent employees excluding contract employees, those who are employed on part-time basis and employees who are currently not working.

More so, the relationship between organisational culture, organizational commitment and turnover intention is affected by work and non-work-related factors. However, this study is not intended to provide a comprehensive analysis of all these factors, but to advance current research by examining those relationships between culture, commitment and turnover intention empirically.

### Literature Review

#### Organizational Culture

Mansour *et al.* (2022) asserted that there is no agreement on universally accepted definition as far as organisational culture is concerned and that over 1000 definitions of culture exist in literature. Many definitions have emerged over time, which the researchers think relate to the context in which the various authors referred as culture, because definitions in cultural studies relate to the perspective adapted. Managers recognize and understand the existence of culture in their organisation (Korda & Rachmawati, 2022) <sup>[20]</sup>. For instance, Sumardjo & Supriadi (2023) <sup>[45]</sup> argue that, the organisation itself stands for culture, because Komariyah *et al.* (2023) <sup>[18]</sup> believe it has expressions and defines the life of the people within. These facts might have directed Shaikh *et al.* (2023) <sup>[43]</sup> to assert that, organisations are socio-cultural institutions, since culture is knitted in the social system. Rojak *et al.* (2024) <sup>[40]</sup> posits that, in any organisation there is an established bond among employees and their organisation in totality and patterns which dictates the behaviours of them, understanding the WHYs and HOWs exposes one to the culture of the organisation. Styles (2022) <sup>[43]</sup> opine that, organisational culture exists as a result of the background meaning the organisation experiences in the past sprouting from the accepted norms of doing business.

#### Organisational Commitment

Literature on the construct of organisational commitment indicates that this construct can be described from an attitudinal, behavioural and motivational perspective (de Las Heras-Rosas *et al.*, 2021) <sup>[5]</sup>. Organizational commitment has been widely and deeply examined as a crucial factor associated with human behaviors and performance in organizations (Alamanda *et al.*, 2021). This has led to several definition of the concept by scholars from several perspectives. For instance, Haque *et al.* (2021) <sup>[11]</sup> described organizational commitment as the "employees' state of being committed to assist in the achievement of the organization's goals, and involves the employees' levels of identification, involvement, and loyalty. AlKahtani *et al.* (2021) <sup>[3]</sup> further describe organisational commitment as "an attachment to the organisation, characterised by an intention to remain in it; an identification with the values and goals of the organisation; and a willingness to exert extra effort on its behalf".

### Turnover Intention

Unlike actual turnover, turnover intention is not explicit. Tran, Nguyen, Nguyen & Ton (2020) referred to turnover intention as a relative strength of an individual intent to leave the organization. Li & Yao (2022)<sup>[23]</sup> defined turnover intention as the measurement of whether a business or organisation's employees plan to leave their positions or whether that organisation plans to remove employees from positions. Park & Kim (2020)<sup>[35]</sup> added that a worker's intentions to leave an organization include mere thoughts of quitting the organization (thinking and quitting), and statements by the worker that he or she actually wants to leave the organization (intent to leave). Kim & Kim (2021)<sup>[16]</sup> indicate that the concept has been attributed to a behavioural aspect of a person's intention to leave and this estimated likelihood is based on antecedent factors like job satisfaction and emotional attachment to one's organization. Studies such as Lee (2022)<sup>[21]</sup> has proved that intention by employees to leave an organization is caused by various factors including job security, person organization fit, job stress (psychological), job satisfaction, quality of work life (economic), age, tenure, marital status (demographic), Human Resource Management related, organizational culture, and leadership

### Organisational Culture and Organisational Commitment

Organizational culture is considered a critical factor when organization needs to enhance or pursue their goals and objectives. Empirical studies have revealed a significant positive relationship between organisational culture and organisational commitment. Based on a quantitative approach, Sarhan *et al.* (2020)<sup>[41]</sup> investigated the association between organizational culture and employees' commitment in the Jordanian hotel sector. The outcome of the study found significant and positive correlations between organizational culture and organizational commitment. Findings indicated that the more the organizational culture increases, a certain amount could consequently lead to organizational commitment by the tenured staff of the university. Findings further indicated that using and propagating an atmosphere full of behaviors, norms, beliefs and positive approaches in an organization could provide the most optimal working environment leading to organisational commitment.

Consistently, an explorative study by Firuzjaeyan *et al.* (2021)<sup>[8]</sup> examined the effect of organizational culture on organizational commitment based on Allen and Meyer model and the authors found that organizational culture has positively significant effect on affective, continuance and normative dimensions. The findings indicated that involvement and consistency culture which are dominant dimensions of organizational culture have high correlation with organizational commitment as the teacher's involvement in decision making leads to the stability of their commitment and their intention to stay at the work place.

Also, Pathan (2022)<sup>[34]</sup> investigated the influence of organizational culture and employees' commitment. The study revealed that organizational culture significantly influences employee commitment and turnover intentions. The author further explained that, organizations with a strong, positive culture characterized by values such as collaboration, innovation, and employee development are more likely to have committed employees who are less

likely to intend to leave their jobs. Conversely, organizations with a negative or weak culture that does not support employee well-being, growth, and development are more likely to have disengaged employees who are more likely to consider leaving their jobs.

In line with the above studies position, an organisational culture characterized by people orientation, team orientation, clan culture and innovative culture will lead to a positive relationship between organisational culture and organisational commitment. Based on the above empirical evidence, this study predicts that there will be a significant positive relationship between organisational culture and organisational commitment

### Organisational Culture and Turnover Intention

Organizational culture has been found to have an effect on organizational behavior and may be proposed as a potential moderator of voluntary turnover (Lee & Jang, 2020)<sup>[22]</sup>. The relationship between these concepts has therefore been debated over the years. Some studies have indicated a positive relationship, for example Hashmi *et al.* (2020)<sup>[12]</sup> whilst others have reported a negative relationship respectively (Williams *et al.*, 2020)<sup>[48]</sup>.

Mwita (2023)<sup>[29]</sup> study aimed to investigate the correlation between organisational culture and employee turnover intentions among lecturers in Tanzania's public universities. The findings underscore that clan culture, hierarchy culture, adhocracy culture, and market culture exert significant and negative influences on turnover intentions. When examined as individual variables. Moreover, employing a multiple regression model, the study established a negative correlation between organisational culture and turnover intentions

More so, Rohayati *et al.* (2024)<sup>[39]</sup> study entitled: Impact of job satisfaction, positive organizational culture and meaningful work on turnover intention in gen Z revealed that a positive organizational culture has a negative effect on turnover intention,

Despite empirical studies that maintained a negative correlation, there seems to be an opposing perspective on this relationship. Koomson (2023)<sup>[19]</sup> studied Organizational culture, job satisfaction, and turnover intentions the using Assemblies of God organization, Ghana as a case study. The study revealed that a positive organizational culture significantly enhances employee's job satisfaction levels and retention

### Organisational Commitment and Turnover Intention

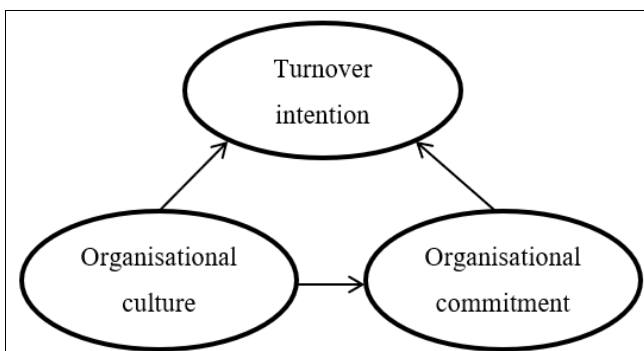
A number of researches have established negative relationship between organisational commitment and turnover intention. Suárez-Albanchez *et al.* (2021)<sup>[44]</sup> study on occupational health and safety, organisational commitment, and turnover intentions in the Spanish IT Consultancy sector showed a negative relationship between organisational commitment turnover intentions

Guzeller & Celiker (2020)<sup>[9]</sup> examined the relationship between organizational commitment and turnover intention via a meta-analysis. Individual studies were synthesized and analyzed via a meta-analysis method to reveal whether any relationship exists between organizational commitment and turnover intention and to estimate the direction and intensity of the relationship in a more reliable and comprehensive manner. The analyses were carried out on 13 scientific papers that met the inclusion criteria. Results of the study showed a moderate negative relationship exists between

organizational commitment and turnover intention of employees in the tourism and hospitality industry. Moreira & Cesário (2021) [27] study aimed to provide additional empirical evidence on the effect of the three components of organizational commitment on turnover intentions. The study hypothesized that organizational commitment (affective, calculative, and normative) has a significant and negative effect on turnover intentions. A total of 302 participants, employees in different organizations in Portugal, participated in this study. The results revealed a significant and negative effect of affective commitment and normative commitment on turnover intentions. Other studies however, have showed positive relationships. Serhan *et al.* (2022) assessed the effect of organisational commitment on turnover intentions amongst Islamic bank employees. The research follows a variable-centred approach. Primary data were collected through a survey of 324 respondents comprising IB employees from three Arab countries, notably the United Arab Emirates (UAE), Lebanon and Oman. Exploratory factor analysis (EFA) and Cronbach's alpha test were conducted to test the construct validity, reliability and internal consistency of collected data. Descriptive statistics were used to interpret the data. Zero-order correlations, multiple regression analysis and Fisher's Z-test were applied to assess the interrelations of the various groups of variables and the determinants of turnover intentions. Results showed that there is a high level of significant inter-correlation amongst affective, normative and continuance commitments as well as amongst organisational commitment, Consistently, in a quantitative study Hakim *et al.* (2022) [10] aimed at analyzing the effect of work and organizational commitment on turnover intention at PT. Aerofood ACS, a sample size of 97 of employees of PT. Aerofood ACS was determined. The analytical technique used was multiple linear regression analysis using SPSS version 24 software. The results of the study showed that organizational commitment (X2) has a positive effect on turnover intention This study, therefore support extant studies that there will be a significant negative relationship between organisational commitment and turnover intentions.

**Conceptual Framework**

The goal of this study is to investigate the correlation between organizational culture, organizational commitment and turnover intension of selected communication firms in Lagos. A conceptual framework stipulates the researcher's idea on how the present study is explored. Figure 1 represents the conceptual framework to be used in this study. The framework reveals the relationship between the study's independent variables and the dependent variable.



Source: Author's Construct, 2025

Fig 1: Conceptual Framework

**Methodology**

**Research Design**

A research design is as a structured methodology which is followed by researchers to answer research questions. In this study, the researcher adopted the explanatory and descriptive survey research. This is because study has a broader purpose of exploring the relationship between the study's variables.

**Study Population**

Population can be described as the totality of an object, people or society under study (Kothari, 2004) [17]. In mathematical terms, the population can be interchanged with universal set as understood from the theory of sets. The study's population constitutes employees of three telecommunication firms (i.e. MTN Nigeria Communication, PLC, AirTel and Globacom Limited) in Nigeria

**Sampling Technique**

Sampling is the procedure of selecting a representative portion of the target population for determining characteristics of the whole population. This research will make use of both the purposive and convenience sampling techniques. The purposive sampling was used to select employees of the three leading telecommunication firms in Lagos, Nigeria (i.e. MTN Nigeria Communication, PLC, AirTel and Globacom Limited). On the other hand, the convenience sampling technique was used to select participants based on their accessibility and convenience. Convenience sampling involves using respondents who are "convenient" to the researcher. This technique was adopted because it is inexpensive, and provided quick data collection

**Sample Size**

The sample size encapsulates the focused group or individuals where information is sourced from. This study adopted the strategy of Cochran (1963). The formula is as follows:

$$n = \frac{Z^2 pq}{e^2}$$

Where n= required sample size

Z= degree of confidence (i.e. 1.96)<sup>2</sup>

P= probability of positive response (0.5)

q= probability of negative response (0.5)

e= tolerable error (0.05)<sup>2</sup>

Hence, maximum variation of p=0.5, confidence level of 95% and ± 5% precision. Therefore, the resulting sample size for the study will be as

$$\frac{(1.96)^2 \times 0.5 \times 0.5}{(0.05)^2}$$

$$n = \frac{3.8416 \times 0.25}{0.25}$$

Therefore, n=3.8416 ≅ 384 respondents

**Sources of Data Collection**

The source of data collection was primary and secondary. Primary data was gathered from the field survey whilst the secondary data was obtained from published academic

journals, conference proceedings, academic books and other works of interest.

### Study Instrument

Questionnaire was the main instruments for data collection. Questionnaire is a structured document comprising of well laid-out questions specially made to solicit for information from people. In this study, a questionnaire was used to collect from approximately 384 respondents.

### Reliability and Validity

#### Reliability

Heale & Twycross (2015) <sup>[13]</sup> propose that assessing the reliability and consistency of measurements is integral to evaluating the quality of a measurement tool. In this study, the reliability of the survey instrument was assessed using Cronbach's alpha, a coefficient that measures the internal consistency of items within a set. Cronbach's alpha values range from 0 to 1, with higher values indicating greater reliability (Taherdoost, 2016) <sup>[46]</sup>.

#### Validity

Taherdoost (2016) defines a validity by pertains to the accuracy with which a research instrument measures its intended variables. It encompasses the instrument's ability to effectively capture the constructs under investigation. To enhance the validity of the research instrument, the researcher sought input from 5 experts in organizational culture. Additionally, extensive review of theoretical and empirical literature related to the research variables was conducted to ensure content and construct validity. Besides, a pilot study was conducted to ascertain the comprehension of the study's instruments

#### Pilot-Study

In this study, the pilot study was conducted using 20 respondents of the study population that did not make sample size. These were actively engaged in the pilot study to receive the pilot-test questionnaires and provide detailed feedback on their clarity, comprehensibility, and relevance. Minor modification was ensured after the pilot-study, enriching the understanding of the study instrument

#### Data Analysis

In arriving at a firm and credible finding the analytical tool adapted for the study was thorough and robust. Through careful coding, data collected was categorized into distinct sets, facilitating comprehensive analysis. The collection and examination of the quantitative data was conducted using descriptive statistics Statistical Package for Social Science version 20 to aid in elucidating and quantifying the data. The findings were then concisely presented through tables and charts, enabling easy comprehension and comparison, thus contributing to a comprehensive understanding of the research outcomes.

#### Inferential Statistics

Inferential statistics serve as a critical tool to delve into the relationships, associations, and potential causality between the study's independent variables. Various inferential statistical techniques such as regression analysis, specifically multiple regressions will be utilized to ascertain the extent relationship between the independent variables and the dependent variable. This method was used to unveil

the relative influence of each independent variable on the dependent variable. Analysis of Variance (ANOVA), in the form of One-way ANOVA, was used to determine the acceptance or rejection of the null hypothesis

### Ethical Consideration

Ethics are a set of principles that guide the design and practices of researcher. As a result, the confidentiality and anonymity protocols were diligently implemented to safeguard respondent identities. Collected data was exclusively utilized for research purposes, ensuring no identification of individual respondents. Furthermore, informed consent was diligently obtained from respondents before data collection, ensuring voluntary participation and providing clear information about the study's objectives and their involvement

### Results

#### Descriptive Characteristics of Respondents

This section provides a summary of the preliminary descriptive analysis of respondent's socio-demographic characteristics in terms of gender, age, and educational level, length of service as well as job position occupied. These characteristics provide a general overview of the distribution among respondents sampled within the three telecommunication firms in Nigeria.

Both male and female staff of the three telecommunication firms in Nigeria was involved in this study. This was to ensure gender equity. The gender distribution showcases a relatively imbalanced representation within the surveyed population. Approximately 62.50% of respondents identify as male, while 37.50% identify as female. This disparity in participation signifies male dominance in the telecommunication industry in Nigeria. This was envisaged prior to the study.

The dataset presents a diverse spread across various age brackets, showcasing a comprehensive spectrum of experiences and perspectives. 130(33.80%) of the respondents fall within the age groups of 20-30 years, 150(39.10%) of the respondents fall within the age groups of 31-41 years, 84(21.90%) of the respondents fall within the age groups of 42-52 years, 20(5.20%) of the respondents fall within the age groups of 53 years and above years. This multi-generational representation offers insights from varying life experiences and career stages within the employees in the telecommunication industry in Nigeria.

The dataset on level of education demonstrates that respondents have attained education, albeit varied levels. From the dataset, 10(2.60%) of the respondents were diploma certificate holders, 120(31.30%) of the respondents were bachelor degree holders, 100(26.0%) of the respondents were master's degree holders, 90(23.40%) of the respondents were professional certificate holders whilst 64(16.7%) of the respondents held other certificates.

The study's statistics showed that employees have varied years of experience which implies that respondents are knowledgeable about the subject of investigation. From the statistics, 60(15.60%) of the respondents fall within 1-4 working years of experience, 84(21.90%) of the respondents fall within 5-8 working years of experience, 140(36.50%) of the respondents fall within 9-12 working years of experience, 80(20.80%) of the respondents fall within 13-16 working years of experience whilst 20(5.20%) of the

respondents fall within 17 and above working years of experience.

It can be observed from the dataset that respondents occupied various positions. Such varied positions coupled with varied working years of experience can only enrich the study. Statistics from the study demonstrate that 30(7.80%) of the respondents were heads of department, 24(6.20%) of the respondents were assistant heads, 160(41.70%) of the respondents were senior staff whereas 170(44.30%) of the respondents held other positions. The results clearly demonstrate that fairly majority of telecommunication staff in Nigeria are in the senior staff position.

**Testing of Hypotheses**

The following hypotheses were tested in this study:

**H1:** organisational culture is positively related to organisational commitment

**H2:** organisational culture is negatively related to Turnover Intention

**H3:** organisational commitment is positively related to turnover intentions

**Relationship between Organisational culture and organisational commitment**

**Table 1:** Summary of Simple Regression Analysis of the relationship between Organisational Culture and Organisational Commitment

Variables	B	R <sup>2</sup>	T	F	P-value
OC->OCom	.942	.88	38.070	1449.353	.000

**Note:** N=185, p <.05, Adjusted R<sup>2</sup>=.887 OC means organisation culture, OCom means organisational commitment

The result from the linear regression analysis in Table 1 above revealed a significant positive relationship between organisational culture and organisational commitment ( $\beta=.942$ ,  $t=38.070$ ,  $p=0.00$ ). This means that the effect of organisational culture resulted to an increase in employees overall organisational commitment. Hence, the predicted hypothesis, “organisational culture will be positively related to organisational commitment was accepted.

**Relationship between Organisational Culture and Turnover Intentions**

**Table 2:** Summary of Simple Regression Analysis of the relationship between Organisational Culture and Turnover Intentions

Variables	B	R <sup>2</sup>	T	F	P-value
OC-TI	-.748	.560	-15.261	232.894	.000

**Note:** N=185, p <.05, Adjusted R<sup>2</sup>=.558 OC means Organisational Culture, TI means Turnover Intentions

The results in table 2 indicate an indirect influence of organisational culture on turnover intention. It revealed a significant negative relationship between organisational culture and turnover intention ( $\beta =-.748$ ,  $t=-15.261$ ,  $p =0.00$ ). This means that organisational culture decreased employees’ intention to quit. Thus, the predicted hypothesis organisational culture is negatively related to turnover intention was supported. Also, an R<sup>2</sup> value of .560 means that organisational culture explains 56% of the variation in

turnover intention whilst about 44% is explained by other variables not delineated in the study

**Relationship between organisational commitment and turnover intentions**

**Table 3:** Summary of Pearson Correlation between Organisational Commitment and Turnover Intention

Variables	R	Sig(p)
OCom->TI	-.728	.000

**Note:** N=185, p<0.01(2-tailed)

Here, the relationship between organisational commitment and turnover intention was tested. This is depicted in table 3. It was revealed that organisational commitment was significant and negatively associated with turnover intention ( $r= -.728$ ,  $p<.000$ ,  $N=185$ ). This implies that, the more committed employees are to the organisation, the less strong their inclination to leave the organisation and the less committed the employees the higher the likelihood that they might want to leave the organisation.

**Discussions**

**Organisational Culture and Organisational Commitment**

Regarding the first hypothesis, a significant positive relationship between organisational culture and organisational commitment ( $\beta=.942$ ,  $p<.000$ ) was supported by the statistical result. This supports the hypothesis that was laid out by the study. The implication is that, a set of carefully designed policies within the cultural pattern of the organisation influences the level of employees’ interaction and relationship with the organization. This finding is a confirmation of the study conducted by Firuzjaeyan *et al.* (2021) [8] which reported a significant and positive correlation between overall organizational culture and organizational commitment sub-scales. The study revealed that using and propagating an atmosphere full of behaviors, norms, beliefs and positive approaches in an organization could provide the most optimal working environment leading to organisational commitment. However, the present findings contradict the findings of Naidoo *et al.* (2022) [30] who found culture correlated negatively to organizational commitment

Theoretically, it is clear that employees who perceive a high level of organizational support are more likely to feel an obligation to “repay” the organization in terms of affective commitment and work-related behavior as depicted by the social exchange theory. The social exchange theory postulated that positive, beneficial actions directed at employees by the organization and/or its representatives contribute to the establishment of high-quality exchange relationships that create obligations for employees to reciprocate in positive, beneficial ways (Bennett & Liden, 2021). The present study also supports the study of Jigjiddorj *et al.* (2021) [14] who indicated that a culture on involvement increased employees’ commitment. Therefore, in order to gain the commitment of telecommunication employees, a culture of involvement must be created. Similarly, other studies such as Opolot *et al.* (2024) [31] also established a significant positive relationship between organisational culture and organisational commitment. In light of the above empirical studies carried out in different sectors within the African context and advanced countries, it

is evident that positive, beneficial actions directed at employees positively affect their commitment.

### Organisational Culture and Turnover Intention

The second hypothesis stated that organisational culture is negatively related to Turnover Intention which was supported. Thus, the study established a significant negative relationship between organisational culture and turnover intention ( $\beta = -.748, p < .000$ ). The findings of this study imply that, a well-structured policies, norms and beliefs within the culture Patten of the organisation would cause the decision of employees to leave an organisation decrease. This result supports the work of Maryati *et al.* (2022) [26] which reported that organisational culture has a negative impact on turnover and turnover intention. The authors ascribed the negative relationship between the variables to knowledge sharing, organisational commitment, organisational citizenship behaviour and job satisfaction, as well as various demographic variables.

In addition, the current study confirmed Khaola (2021) study which reported that the influence of culture in terms of (adaptability, mission, consistency and involvement) explored were inversely related to turnover intentions, suggesting that the perception of higher culture traits corresponded with lower employee turnover intentions. Hence, to reduce turnover intentions, organisational culture must be improved.

Nevertheless, the current findings conflict with some studies that reported a positive relationship between organisational culture and turnover intention. For instance, Rojak *et al.* (2024) [40] established that the more employees perceive organizational culture in terms of openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration and experimenting positively, the less likely they intend to quit. Also, Aldhuwaihi & Shee (2022) reported that organisational culture types (excluding market culture) significantly influenced bank employees to stay.

### Organisational Commitment and Turnover Intention

The association between organisational commitment and turnover intention was also predicted. The study found a significant negative relationship between organisational commitment and turnover intention ( $r = -.728, n = 185, p < .000$ ). The implication of this result indicate that organisational commitment and turnover intention are inversely related to employees. This finding confirms extant works that reported a negative relationship between organisational commitment and turnover intention. For instance, Dewi & Tjahjono (2024) [6] revealed that availability of training program, job autonomy, organizational learning culture, job involvement, motivation to learn, perceived organizational support and job satisfaction influenced organizational commitment which led to a reduction in the intention of employees to leave. Also, Murray & Holmes (2021) [28] findings reported that beneficial economic exchanges promoted continuance commitment which decreased turnover intentions. Ramlawati (2022) reported a statistically significant inverse relationship between organisational commitment and turnover intentions. This study is thus another confirmation of that widely expressed assertion that organisational commitment is negatively related to turnover intentions. However, some extant studies reported a positive nexus between organisational commitment and turnover

intentions. Example, Suárez-Albanchez *et al.* (2022) revealed in their findings that commitment of an employee to organisational goals, missions, and values is not enough to predict his/her stay in the organisation.

### Conclusion

The concepts of organisational culture, organisational commitment and turnover intentions have assumed considerable literature importance in the 21st century due to globalization coupled with intense competition. The study concludes on the existence of a strong positive relationship between organisational culture and organisational commitment because an atmosphere full of behaviors, norms, beliefs and positive approaches in an organization provide the most optimal working environment leading to organisational commitment. Thus as the culture of the organisation was improved, the commitment of employees increased. Organisational culture and turnover intention was reported to be significantly negative in this research. This implied that as knowledge sharing, organisational citizenship behaviour and organisational support increased, the intention to quit the organisation decreased. It was also observed that organisational commitment and turnover intention had a significant negative relationship among employees. Thus, management must recognize that availability of training program, job autonomy, organizational learning culture, job involvement, motivation to learn, perceived organizational support and job satisfaction influenced organizational commitment which led to a reduction in the intention of employees to leave.

### Managerial Implications

The findings of the study are relevant for decision making, particularly for organizations and employers.

First, management in the telecommunication industry should build a culture that allows individuals to grow as long as their growth is in line with the organization's aims. The effectiveness of culture should inspire the demand for innovation in organizations. Also, the culture of the organization should ensure that duties and functions of employees are harmonized in a generally stable setting. Research indicates that since operations are organized, employees can maintain consistency in the delivery of goods and services, and they have more control.

More so, telecommunication managers must develop beliefs, norms and values that all employees can identify with and appreciate. This will enable employees develop a sense of belongingness which will make them committed to the organisation and subsequently decrease their intention to quit.

Additionally, managers should ensure the existence of a learning culture, job involvement and beneficial exchanges in the organization so that employees will always have the desire of staying with the organisation.

Lastly, the norm of reciprocity between employers and employees must be created as the relationship will evolve over time into trusting, loyal, and mutual commitments.

### Suggestion for Future Research

Regardless of the contribution this study makes in the area of organisational culture, organisational commitment and turnover intention literature, the findings however form a solid basis for future research.

The study focused on the telecommunication industry. It will therefore be insightful for future research to be replicated in a different industry.

Also, the study concentrated specifically on three main variables (organisational culture, organisational commitment and turnover intention) upon which research hypotheses were formulated. Future studies should therefore modify this study by including other variables like employee engagement and job stress.

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