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Organisational Culture and Employee Turnover: Evidence from Ghana

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Author's contribution

The sole author designed, analyzed and interpreted and prepared the manuscript.

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ABSTRACT

The study focused on the effects of organizational culture on employee turnover. The paper was limited to the administrative staff of Private Universities in Ghana. The study employed quantitative research design with a convenience sampling technique for the selection of 203 respondents in the study. Correlation and regression analysis were done to test the relationship between the organizational culture and employee turnover as well as their impacts. The study found that Bureaucratic Culture (BC) significantly influences employee turnover ($B=.406$; $t\text{-test}=10.483$; $p<0.01$). Also, the study revealed that Clan Culture (CC) significantly influences employee turnover ($B=0.141$; $t\text{-test}=-2.362$; $p<0.02$). Again, it was found from the study that Entrepreneurial Culture has a positive significant effect on employee turnover ($B=.679$; $t\text{-test}=-13.154$; $p<0.01$). Finally, the study revealed that Power Culture (PC), though, has a positive impact, does not significantly influence employee turnover ($B=.0519$; $t\text{-test}=-1.184$; $p>0.05$). The study recommended that the management of the organizations should strengthen formality hierarchical rules as they are significant values of bureaucratic culture that influence employee turnover.

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Keywords: Organisational culture; employee turnover; administrative; bureaucratic culture; clan culture; entrepreneurial culture; power culture.

1. INTRODUCTION

Organizational culture is one of the key sources of competitive advantage of organizations today [1]. This is partly due to its influence on organizational development, growth and sustainability. The process through which an organization develops its internal capacity to be the most effective one begins with having a winning culture that defines best ways of functioning without creating any unhealthy working environment [2]. Organizational culture comprises the attitudes, experiences, beliefs, and values of the organization; these could be acquired through social learning, and they control the way individuals and groups in the organization interact with one another and with parties outside it [3]. Organizational culture guides the way individuals and groups in an organization interact with one another and with parties outside it. It is the premier competitive advantage of high-performance organizations. However, organizational culture is the most difficult attribute to change, once it is embedded in the organizational setting; hence formulating the culture should be very crucial so it does not create an unhealthy working climate which can result in employee turnover [4].

A couple of studies have confirmed the influence of organizational culture on job satisfaction and employee commitment [5,6]. This suggests that much is needed in the area of organizational culture and employee turnover, since it has been an issue, especially in the public institutions which are mostly characterized by bureaucracies, nepotism and favouritism. Many employees leave organisations, partly, due to the fact that equal opportunities are not offered, or are difficult to be recognized due to the culture of the organization.

Employee turnover is one of the most crucial issues for organisations, and one that needs special attention. It has some significant effects on organisations' sustainability, growth and profitability [7]. Staff's turnover is a warning sign of low morale, and it is the amount of employee movement in and out of an organization [8]. It is a sign of low morale when they leave as a result of poor working conditions. In general, employees either leave their jobs voluntarily by their own decision or forced to leave due to the organisational climate they find themselves in

which may not be favourable. Employee turnover is one of the factors which affect the organization's productivity due to operational disruptions that may arise [8].

The subject of organizational culture has attracted a great attention in the 21st century, as organisations are mostly depending on the experienced employees to be more efficient and transfer knowledge to new recruits which serves as a source of asset to efficiency and higher productivity. An organisation's culture is considered to be an important factor affecting organisational success or failure [9]. It is frequently held accountable for organisational ills and, on occasions, praised for creating positive qualities. In addition to organization-level effects, the impact of organizational culture on key employee attitudes is well noticed by management. Organizations invest a lot in their employees in terms of induction and training, development, maintaining and retaining them in their organization; therefore the loss of a resourceful employee is costly to the organization [7]. Thus, managers must at all costs, minimize employee turnover. Although, there is no standard framework for understanding the employees' turnover process as a whole, a wide range of factors has been found useful in interpreting employee turnover; these include organizational conflicts and poor working conditions [10]. Therefore, there is the need to develop a fuller understanding of the employee turnover, more especially, the sources, what determines employee turnover, effects and strategies that managers can put in place to minimize turnover. Employees are extremely crucial to the organisations since their value to the organization is essentially intangible and not easily replicated. As a result, managers must recognize that employees are major contributors to the efficient achievement of the organization's success [11]. Managers should control employee turnover for the benefit of the organization's success. Therefore, managers must at all costs, minimize employee turnover. Although, there is no standard framework for understanding the employees' turnover process in the Ghanaian context, little consideration had been given. The existing studies on organisational culture and its effects on employee turnover by [12] and [13] demonstrate a positive relationship. However, [14] study on same topic reveal no relationship at all. These two contradictory findings call for

another study on this topic in a different context to either confirm or nullify the previous arguments in the existing literature.

2. LITERATURE REVIEW

2.1 The Concept of Organisational Culture

The concept of organizational culture has attracted a significant amount of research since the 1980s. Before the concept surfaced in the literature, the concept of organizational climate was common in the organizational and management literature in the 1960s and 1970s [15]. The term 'climate' and 'culture' was used interchangeably until the concept of organizational culture established itself as a distinctive field of research [15]. There is no single definition of organizational culture. The topic has been studied from a variety of perspectives, ranging from disciplines such as anthropology and sociology, to the applied disciplines of organizational behavior, management science, and organizational commitment [16].

Organizational culture includes the habits, attitudes and deep-seated values of the organization. Culture involves interrelated components commonly referred to as cultural web. A cultural web consists of paradigms, control systems, organizational structure, power structures, symbols, rituals, routines, stories and myths [16]. Managers of organizations have to indicate the climate and practices that govern the way employees are going to be handled.

Greenberg and Baron [17] suggested that culture is group-based, and is a pattern of basic shared assumptions that the group learned as it solved its basic problems. External adaptation and internal integration have 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.

Organizational culture was defined as the collection of traditions, values, beliefs, policies, and attitudes that constitute a pervasive context for everything one does and thinks in an organization [18]. Culture as a complex whole which includes knowledge, belief, art, morals, law, custom, and other capabilities and habits acquired by man in a society [13]. Luthans [19] posits that organizational culture refers to a

system of shared meaning held by members that distinguish one organization from other organizations. They believe that these shared meanings are a set of key characteristics, and that the organization's values and the essence of an organization's culture can be captured in seven primary characteristics. These characteristics are: innovation and risk-taking, attention to detail, outcome orientation, People orientation, Team orientation, Aggressiveness and Stability. Mullins [18] said that the first characteristic that captures an organization's culture is the degree to which employees are encouraged to be innovative and take risks.

2.2 Types of Organizational Culture

2.2.1 Bureaucratic culture

An organization that values formality, rules, standard operating procedures, and hierarchical coordination have a bureaucratic culture [20]. Long-term concerns of bureaucracy are predictable, efficiency, and stability. Its members highly value standardized measure of performance. Behavioral norms support formality over informality. Managers view their role as being good co-coordinators, organizers, and enforcers of certain rules and standards. The organization's many rules and processes are spelled out in thick manuals and employees believe that their duty is to go by the book and follow legalistic processes [18].

2.2.2 Clan culture

Tradition, loyalty, personal commitment, extensive socialization, teamwork, self-management, and social influences are attributes of clan culture [18]. Its members recognize an obligation beyond the simple exchange of labor for a salary. The members understand that their contributions to the organization may exceed any contractual agreements. The individual's long-term commitment to the organization is exchanged for the organization's long-term commitment to the individual. Individuals believe that the organization will treat them fairly in terms of salary increases, promotions, and other forms of recognition. Consequently, employees in such cultures hold themselves accountable to the organization for their actions.

2.2.3 Entrepreneurial culture

Ojo [10] argued that high levels of risk-taking, dynamism, and creativity characterize an

entrepreneurial culture. There is a commitment to experimentation, innovation, and being on the leading edge. This culture does not just quickly react to changes in the environment; it creates change. Individual initiative, flexibility, and freedom foster growth, are encouraged and well rewarded in this culture.

2.2.4 The power culture

A power-oriented organization is based on inequality of access to resources. In other words, the people in power use resources to either satisfy or frustrate the needs of others, and, by so doing, they control the behavior of others [6]. Leadership resides in the person who is in charge, and rests on the leader's ability and willingness to administer rewards and punishments. At best, the power-orientated leader is firm, fair and generous, and has loyal subordinates [6].

2.3 The Concept of Employee Turnover

According to Yang, Wan and Fu [21] employee turnover can be explained as the rotation of employees around the Labour market; between firms, jobs and occupations; and between the states of employment and unemployment. The term "turnover" is defined by [12] as the ratio of the number of organizational members who have left during a period of time, mostly a year, divided by the average number of employees in that organization during the same period. In most cases, managers refer to employee turnover as the entire process associated with filling a vacancy. Each time a position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained. This term is also often utilized in efforts to measure the relationships of employees in an organization as they leave, regardless of reason. There exist many reasons why a member of an organization may quit existing job. This has been studied and model of employee turnover has been developed, known as image of decision making [12]. The image theory describes the process of how individuals process information during decision making. The underlying premise of the model is that people leave organizations after they have analyzed the reasons for quitting. This presupposes that individuals leaving an organization are based on a critical analysis of existing conditions of work relative to competing conditions elsewhere. It is also a fact that some leave their organizations for personal reasons.

2.4 Relationship between Organizational Culture and Turnover Intention

Previous research has shown that organizational culture does have an impact on several key organizational variables [22]. Denison, Lief, and Ward [23] extolled the qualities of organizational culture in enhancing organizational performance. Many other studies reported a profound impact of organizational culture on organizational performance and effectiveness [23,22]. In addition to the reported impact of organizational culture on overall organizational performance, the literature suggests that organizational culture affects individual attitudes and behaviours. Therefore, employees' perceptions of the nature of organizational culture are a critical element in human resource management, change management and leadership.

O'Reilly, Chatman and Caldwell [24] explored the relationship between organizational culture and individual personality types. They suggested that employees who were not a good fit with an organization, either because of job tasks or organizational culture, were likely to quit because of reduced job satisfaction and commitment to the organisation as compared to employees who were a good fit, especially with the organizational culture.

Meyer et al. [25] examined the relationship between Organizational culture and employee commitment and intent to stay at a Canadian energy company. The authors hypothesized that employee education and intent to stay would be greater when there was organizational culture similarity between the employees perceived and preferred organizational culture. They assessed pre-change employee dedication and intent to stay one month before company reorganization. Paper surveys were distributed to the entire workforce, and 699 (67%) responded. Seven months after the restructuring, the researchers assessed post-change employee commitment and intent to stay via a second paper survey that was distributed to the entire workforce, of whom 637 (59%) responded. The authors deployed polynomial regression and response surface analysis to each of the dependent variables (commitment and intention to stay) to determine employee alignment with Organizational culture and found that Organizational culture correlated with intention to stay (Lower turnover intention). Subsequently, Organizational culture similarity

had positive outcomes for employee commitment and intent to stay.

Culture is integral to the identity of an organization and reflects the fundamental values critical to that organization [10]. Indeed, OC is defined regarding its values which are then evinced in the operational practices of the organization. An organization's culture may make that organization a more or less attractive employment prospect for different individuals based on each person's value structure, and research has shown that people tend to seek out and self-select organizations that epitomize their personal values and morals [24]. Thus, OC has significant implications for the retention of employees because it may be the most important factor in determining how well an individual fit with an organization [24]. 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.

3. METHODOLOGY

Quantitative research design was employed for this study. Creswell [26] noted that the quantitative method is employed in many studies such as this because it allows the researcher to obtain objective answers to the research problem. The population of the study made up of administrative staffs of private universities in Ghana. Non probability sampling, specifically convenience sampling method, was employed to select 203 employees of the selected institutions. The questionnaires were self-administered and SPSS was used for the data analysis. The study employed Likert Scale ranging from 1 (strongly disagree) to 7 (strongly agree).

4. DATA ANALYSIS AND DISCUSSION

The analysis of this study was based on Cameron and Quinn [22] that organizational culture is made up of bureaucratic culture, clan culture, entrepreneurial culture and power culture and their influence on employee turnover in private universities in Ghana.

Table 1 shows that 7 (3.4%) of the respondents strongly disagreed that formality is a measure of bureaucratic culture 9 (4.4%) disagreed that formality is a value of bureaucratic culture; 28 (13.8%) were indifferent. However, 60 (29.6%) agreed that formality is a value of bureaucratic

culture, whilst 99 (48.8%) strongly agreed that formality is a value of bureaucratic culture. In all, 158 respondents representing 78.4% agreed that formality is a value of bureaucratic culture. Hence, it can be argued that formality is a value of bureaucratic culture. This confirms a study by [20] who argued that formality is a feature of bureaucratic culture.

It can also be observed from Table 1 that none of the respondents strongly disagreed that the rules constitute a value of bureaucratic culture; 9 (4.4%) disagreed that the rules constitute a value of bureaucratic culture; 14 (6.9%) were indifferent. However, 88 (43.3%) agreed that rules form a value of bureaucratic culture, whilst 92 (48.8%) strongly agreed that rules form a value of bureaucratic culture. In all, 180, representing 88.6% agreed that the rules constitute a value of bureaucratic culture. Hence, it can be argued that a rule is a value of bureaucratic culture. This confirms a study by [20] who argue that rules form a feature of bureaucratic culture.

It can also be observed from Table 1 that 76 (37.4%) of the respondents strongly disagreed that standard operating procedure is a value of bureaucratic culture; 85 (41.9%) disagreed that standard operating procedure is a value of bureaucratic culture; 19 (9.4%) were indifferent. However, 15 (7.4%) agreed that standard operating procedure is a value of bureaucratic culture, whilst 8 (3.9%) strongly agreed that standard operating procedure is a value of bureaucratic culture. In all, 161, representing 79.3%, disagreed that standard operating procedure is a value of bureaucratic culture. Hence, it can be argued that standard operating procedure is a not a value of bureaucratic culture. This contradicts a study by [20] who argue that standard operating procedure is a feature of bureaucratic culture.

It can also be observed from Table 1 that 3 (1.5%) of the respondents strongly disagreed that hierarchy is a value of bureaucratic culture; 10 (4.9%) disagreed that hierarchy is a value of bureaucratic culture; 17 (8.4%) were indifferent. However, 79 (38.9%) agreed that hierarchy is a value of bureaucratic culture whilst 94 (46.3%) strongly agreed that hierarchy is a value of bureaucratic culture. In all, 173, representing 85.2%, disagreed that hierarchy is a value of bureaucratic culture. Hence, it can be argued that hierarchy is a strong value of bureaucratic culture. This confirms a study by [20] who argue that hierarchy is a feature of bureaucratic culture.

Table 1. The bureaucratic culture

Measurement	SD	D	N	A	SA	M	SD
Formality	7[3.4%]	9[4.4%]	28[13.8%]	60[29.6%]	99[48.8%]	4.16	1.046
Rules	0[0.0%]	9[4.4%]	14[6.9%]	88[43.3%]	92[45.3%]	4.30	0.784
SOP.	76[37.4%]	85[41.9%]	19[9.4%]	15[7.9%]	8[3.9%]	1.99	1.060
Hierarchy	3[1.5%]	10[4.9%]	17[8.4%]	79[39.9%]	94[46.3%]	4.21	0.908

Table 2. The clan culture

Measurement	SD	D	N	A	SA	M	SD
Tradition	18[8.9%]	28[13.8%]	24[11.8%]	64[31.5%]	69[34%]	3.68	1.309
Loyalty	63[31.0%]	97[47.8%]	27[13.3%]	11[5.4%]	5[2.5%]	2.00	0.941
Personal commitment	17[8.4%]	32[15.8%]	3[1.5%]	91[44.8%]	60[29.6%]	3.71	1.273
Extensive socialization	22[10.8%]	31[15.3%]	7[3.4%]	97[47.8%]	46[22.7%]	3.56	1.290
Team work	77[37.9%]	69[34.0%]	16[7.9%]	24[11.8%]	17[8.4%]	2.19	1.288

Table 2 shows that 18 (8.9%) of the respondents strongly disagreed that tradition is a value of clan culture; 28 (13.8%) disagreed that tradition is a value of clan culture; 24 (11.8%) were indifferent. However, 64 (31.5%) agreed that tradition is a value of clan culture, whilst 69 (34.0%) strongly agreed that tradition is a value of clan culture. In all, 133, representing 65.5%, agreed that tradition is a value of clan culture. Hence, it can be argued that tradition is a value of clan culture. This confirms a study by [12] who argues that tradition is a feature of clan culture.

Moreover, Table 2 shows that 63 (31.0%) of the respondents strongly disagreed that loyalty is a value of clan culture; 97 (47.8%) disagreed that loyalty is a value of clan culture; 27 (13.3%) were indifferent. However, 11 (5.4%) agreed that loyalty is a value of clan culture, whilst 5 (2.5%) strongly agreed that loyalty is a value of clan culture. In all, 160, representing 78.8%, disagreed that loyalty is a value of clan culture. Hence, it can be argued that loyalty is not a value of clan culture. This contradicts a study by [18] who argues that loyalty is a feature of clan culture.

Again, Table 2 shows that 17 (8.4%) of the respondents strongly disagreed that personal commitment is a value of clan culture; 32 (15.8%) disagreed that extensive socialization is a value of clan culture; 3 (1.5%) were indifferent. However, 91 (44.8%) agreed that personal commitment is a value of clan culture, whilst 60 (29.6%) strongly agreed that personal commitment is a value of clan culture. In all, 151, representing 74.4%, agreed that personal commitment is a value of clan culture. Hence, it

can be argued that personal commitment is a value of clan culture. This confirms a study by [18] who argues that personal commitment is a feature of clan culture.

Further, Table 2 shows that 22 (10.8%) of the respondents strongly disagreed that extensive socialization is a value of clan culture; 31 (15.3%) disagreed that extensive socialization is a value of clan culture; 7 (3.4%) were indifferent. However, 97 (47.8%) agreed that extensive socialization is a value of clan culture, whilst 47 (22.7%) strongly agreed that extensive socialization is a value of clan culture. In all, 143, representing 70.5%, agreed that extensive socialization is a value of clan culture. Hence, it can be argued that extensive socialization is a value of clan culture. This confirms a study by [20] who argues that extensive socialization is a feature of clan culture.

Again, Table 2 shows that 77 (37.9%) of the respondents strongly disagreed that teamwork is a value of clan culture; 31 (15.3%) disagreed that teamwork is a value of clan culture; 7 (3.4%) were indifferent. However, 97 (47.8%) agreed that teamwork is a value of clan culture, whilst 47 (22.7%) strongly agreed that teamwork is a value of clan culture. In all, 143, representing 70.5%, agreed that teamwork is a value of clan culture. Hence, it can be argued that teamwork is a value of clan culture. This confirms a study by [12] who argues that teamwork is a feature of clan culture.

Table 3 shows that 18 (8.9%) of the respondents strongly disagreed that high level of risk is a

Table 3. The entrepreneurial culture

	SD	D	N	A	SA	M	SD
Higher level of risk	18[8.9%]	25[12.3%]	22[10.8%]	78[38.4%]	60[29.6%]	3.67	1.264
Dynamism	12[5.9%]	15[7.4%]	33[16.3%]	66[32.5%]	77[37.9%]	3.89	1.168
Creative characteristics	33[16.3%]	52[25.6%]	14[6.9%]	58[28.6%]	46[22.7%]	3.16	1.444
Innovation	23[11.3%]	31[15.3%]	16[7.9%]	83[40.9%]	50[24.6%]	3.52	1.318
Commitment to experiment	28[13.8%]	17[8.4%]	23[11.3%]	65[32.0%]	70[34.5%]	3.65	1.386

characteristic of entrepreneurial culture; 25 (12.3%) disagreed that high level of risk is a characteristic of entrepreneurial culture; 22 (10.8%) were indifferent. However, 78 (38.4%) agreed that high level of risk is a characteristic of an entrepreneurial culture, whilst 60 (29.6%) strongly agreed that high level of risk is a character of entrepreneurial culture. In all, 138, representing 68%, agreed that high level of risk is a characteristic of an entrepreneurial culture. Hence, it can be argued that high level of risk is a value of entrepreneurial culture. This confirms a study by [10] who argues that high level of risk is a feature of entrepreneurial culture.

Moreover, it can be observed from Table 3 that 12 (5.9%) of the respondents strongly disagreed that dynamism is a character of entrepreneurial culture; 15 (7.4%) disagreed that dynamism is a character of entrepreneurial culture; 33 (16.3%) were indifferent. However, 66 (32.5%) agreed that dynamism is a characteristic of an entrepreneurial culture, whilst 77 (29.6%) strongly agreed that dynamism is a characteristic of entrepreneurial culture. In all, 143, representing 70.4%, agreed that dynamism is a characteristic of an entrepreneurial culture. Hence, it can be argued that dynamism is a value of an entrepreneurial culture. This confirms a study by [10] who argues that dynamism is a feature of entrepreneurial culture.

Furthermore, it can be observed from Table 3 that 33 (16.3%) of the respondents strongly disagreed that creative character is a value of entrepreneurial culture; 52 (25.6%) disagreed that creative character is a value of entrepreneurial culture; 14 (6.9%) were indifferent. However, 58 (28.6%) agreed that creative character is a value of an entrepreneurial culture, whilst 46 (22.7%) strongly agreed that dynamism is a value of entrepreneurial culture. In all, 104, representing 51.3%, agreed that creative character is a value

of an entrepreneurial culture. Hence, it can be argued that creative character is a weak value of an entrepreneurial culture. This confirms a study by [16] who argues that creative character is a feature of entrepreneurial culture.

Again, it can be observed from Table 3 that 23 (11.3%) of the respondents strongly disagreed that innovation is a value of entrepreneurial culture; 31 (15.3%) disagreed that innovation is a value of entrepreneurial culture; 16 (7.9%) were indifferent. However, 83 (40.9%) agreed that innovation is a value of an entrepreneurial culture, whilst 50 (24.6%) strongly agreed that innovation is a value of entrepreneurial culture. In all, 133, representing 64.5%, agreed that innovation is a value of an entrepreneurial culture. Hence, it can be argued that innovation is a value of an entrepreneurial culture. This confirms a study by [10] who argues that innovation is a feature of entrepreneurial culture.

More so, it can be observed from Table 3 that 28 (13.8%) of the respondents strongly disagreed that commitment to experiment is a value of entrepreneurial culture; 17 (8.4%) disagreed that commitment to experiment is a value of entrepreneurial culture which influences employee turnover; 23 (11.3%) were indifferent. However, 65 (32.0%) agreed that commitment to experiment is a value of an entrepreneurial culture, whilst 70 (34.5%) strongly agreed that commitment to experiment is a value of entrepreneurial culture. In all, 135, representing 66.5%, agreed that commitment to experiment is a value of an entrepreneurial culture. Hence, it can be argued that commitment to experiment is a value of an entrepreneurial culture. This confirms a study by [11] who argues that commitment to experiment is a feature of entrepreneurial culture.

Table 4 shows that 27 (13.3%) of the respondents strongly disagreed that equality is a

Table 4. The power culture

	SD	D	N	A	SA	M	SD
Equality	27[13.3%]	29[14.3%]	13[6.4%]	71[35.0%]	63[31.0%]	3.65	1.400
Using power to frustrate	63[31.0%]	59[29.1%]	7[3.4%]	52[25.6%]	22[10.8%]	2.56	1.428
Fairness	56[27.6%]	67[33.0%]	11[5.4%]	41[20.2%]	28[13.8%]	2.60	1.426
Firmness	32[15.8%]	41[20.2%]	17[8.4%]	66[32.5%]	47[23.2%]	3.27	1.421
Generosity	44[21.7%]	66[32.5%]	21[10.3%]	46[22.7%]	26[12.8%]	2.72	1.365

value of power culture; 29 (14.3%) disagreed that equality is a value of power culture; 13 (10.8%) were indifferent. However, 71 (35.0%) agreed that equality is a value of power culture, whilst 63 (31.0%) strongly agreed that equality is a value of power culture. In all, 134, respondents, representing 66%, agreed that equality is a value of an entrepreneurial culture. Hence, it can be argued that equality is value of power culture. This confirms a study by [6] who argues that equality is a feature of power culture.

Again, it can be observed from Table 4 that 63 (31.0%) of the respondents strongly disagreed that using power to frustrate others is a value of power culture; 59 (29.1%) disagreed that using power to frustrate others is a value of power culture; 7 (3.4%) were indifferent. However, 52 (26.6%) agreed that using power to frustrate others is a value of power culture, whilst 22 (10.8%) strongly agreed that using power to frustrate others is a value of power culture. In all, 122, respondents, representing 60.1%, disagreed that using power to frustrate others is a value of power culture. Hence, it can be argued that using power to frustrate others is not a value of power culture. This contradicts a study by [6] who argues that using power to frustrate others is a feature of power culture.

Besides, it can be observed from Table 4 that 56 (27.6%) of the respondents strongly disagreed that fairness is a value of power culture; 67 (33.0%) disagreed that fairness is a value of power culture; 11 (5.4%) were indifferent. However, 41 (20.2%) agreed that fairness is a value of power culture, whilst 28 (13.8%) strongly agreed that fairness is a value of power culture. In all, 123 respondents, representing 60.6%, disagreed that fairness is a value of power culture. Hence, it can be argued that fairness is not a value of power culture. This contradicts with a study by [8] who argues that fairness is a feature of power culture.

In addition, it can be observed from Table 4 that 32 (15.8%) of the respondents strongly disagreed that firmness is a value of power culture; 41 (20.2%) disagreed that firmness is a value of power culture; 17 (8.4%) were indifferent. However, 66 (32.5%) agreed that firmness is a value of power culture, whilst 47 (23.2%) strongly agreed that firmness is a value of power culture. In all, 113 respondents, representing 55.7%, agreed that firmness is a value of power culture. Hence, it can be argued that firmness is a weak value of power culture. This confirms a study by [27] who argues that firmness is not a strong feature of power culture.

Again, it can be observed from Table 4 that 44 (21.7%) of the respondents strongly disagreed that generosity is a value of power culture; 66 (32.5%) disagreed that generosity is a value of power culture; 21 (10.3%) were indifferent. However, 46 (22.7%) agreed that generosity is a value of power culture, whilst 26 (12.8%) strongly agreed that generosity is a value of power culture. In all, 110 respondents, representing 54.2% disagreed that generosity is a value of power culture. Hence, it can be argued that generosity is not a value of power culture. This contradicts a study by [6] who argues that generosity is a feature of power culture.

From Table 5, all the various types of organizational cultures, evidenced significant and strong correlation with employee turnover. BC ($r=0.359^*$), CC ($r=0.390^*$), EC ($r=0.375^*$) and PC ($r=0.358^*$) had a strong significant correlation with employee turnover. This means that there is a relationship between the various types of organizational culture and employee turnover, as postulated by [20]. Table 6 below further examines the nature of the relationship through the use of regression analysis shown.

Table 5. Pearson's correlation coefficient of organizational cultures and employee turnover

	ET	BC	CC	EC	PC
ET	1.000				
BC	.359	1.000			
CC	.360	.344	1.000		
EC	.375	.327	.372	1.000	
PC	.358	.348	.364	.356	1.000

Source: Field Data (2017) Correlation is significant at 0.05 level. ET=Employee Turnover; BC=Bureaucratic Culture; CC=Clan Culture; EC=Entrepreneurial Culture; PC=Power Culture

Table 6. The impact of organizational cultures on employee turnover

Model	Un-standardized coefficient	Stand. Coeff Beta	T	Sig
Constant	0.517	0.065	8.003	0.000
BC	0.479	0.406	10.483	0.000
CC	-0.123	-0.141	-2.362	0.019
EC	0.532	0.679	13.154	0.000
PC	0.044	0.0519	1.184	0.238

4.1 Regression Analysis to Establish the Impact of the Various Organizational Cultures on Employee Turnover

From Table 6, it can be observed that Bureaucratic Culture (BC) significantly impacts on employee turnover (B=0.406; t-test=10.483; $p < 0.01$). This means that if leaders of organizations improve upon the bureaucratic culture of their organizations, the rate of employee turnover can be reduced as confirmed by [20].

Also, it can be found from Table 6 that Clan Culture (CC) significantly influences employee turnover (B=0.141; t-test=-2.362; $p < 0.02$). This means that if leaders of organizations improve upon the clan culture of their organization, the level of employee turnover can be reduced as confirmed by [18].

In addition, it can be found from Table 6 that Entrepreneurial Culture (EC) significantly influences employee turnover (B=0.679; t-test=13.154; $p < 0.01$). This means that if leaders of organizations improve upon the entrepreneurial culture of their organization, the level of employee turnover can be reduced as confirmed by [10].

Finally, it can be found from table 6 that Power Culture (PC), though, has a positive impact, does not significantly influence employee turnover (B=0.0519; t-test=-1.184; $p > 0.05$). This means

that if leaders of organizations improve upon the power culture of their organization, it would have no influence on the level of employee turnover, which contradicts [6] who argue that power culture has a positive influence on employee turnover.

5. CONCLUSION

There are many cultural factors that are affecting employees' stability in organizations. From the study, it was revealed that bureaucratic culture, clan culture, entrepreneurial culture and power culture influenced employee turnover. Therefore, if managements of organisations are aware of these factors they would be able to survive in a dynamic environment by treating their employees as one of their assets that need a lot of attention. Employees are the backbone of any business success. Therefore, they need to be motivated and maintained by organisations at all costs to aid the organisation to be globally competitive in terms of providing quality products or services to the society. Managers should examine the sources of employee turnover and recommend the best approach to fill the gap so that they can be in a position to retain employees in their organizations in order to enhance their competitiveness in this world of globalisation.

COMPETING INTERESTS

Author has declared that no competing interests exist.

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