



Examining the impact of organizational culture and commitment on employee turnover of south Sudan public sector organizations

Amule Robert Elly Dada

Department of School of Business and Management Studies, Texila American University, Georgetown, Guyana

Abstract

The study examines the impact of organizational culture and commitment on employee turnover intentions in South Sudan public sector organizations. The descriptive cross sectional survey was used. The stratified sampling technique was employed to gather data from 185 employees of three public sector organizations in Juba County. Findings of the study revealed that organisational culture is negatively related to employee turnover intentions. Also, it was found that a significant negative relationship exist between organisational commitment and employee turnover intention. Recommendations as well as directions for future studies have been presented.

Keywords: Organizational culture and commitment, employee turnover intentions, Juba County

Introduction

In this age of globalization, organisations want to grow and develop in accordance with the demands of the changing environment. As a result, organisations are defining values, mission and vision that create the sense of who they are and what they stand for, as well as developing a workforce who are much committed with no intention of leaving the organisation. Assoratgoon & Kantabutra (2023) [2] assert that organisational culture is increasingly understood as a company asset that can be used to increase business performance and influence work attitudes. Management are therefore paying attention to its organizational culture, which is a set of values, beliefs, and attitudes among members of the organization (Iskamto, 2023) [12] in order to develop an organization that has the competitive advantage of value-based. Griffin *et al.* (2020) [9] describe 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. The most important thing about culture is that, it is the only sustainable point of difference for any organisation (Brook *et al.*, 2020) [4] as well as the glue that bonds an organization together. Studies such as (Akpa *et al.*, 2021; Sabuhari *et al.*, 2020; Zacharias *et al.*, 2021) [1, 23, 28] have 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 show 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 (Saebah & Merthayasa, 2024) [24].

Therefore, organizational commitment and turnover intentions is considered an important aspect in organisations today. Donna & Soehari (2024) [7] describe organisational commitment as the bond employees experience with their organisation. 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 Lei *et al.* (2022) [17] 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.

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 (Sargül & Uğurluoğlu, 2023) [25] organisational culture and organisational commitment (Sarhan, 2023), organizational culture, organizational commitment and employee satisfaction (Pathan, 2023) [21] however, 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 the mediating role on organizational commitment In response to the highlighted gaps identified, there is a need for a direct empirical study to investigate how organizational whether there is a relationship between organizational culture,

organisational commitment mediates organisational culture and turnover intentions among public sector employees.

The outcome of the study will enable management 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. Management also stands to appreciate how organization commitment mediates organisational culture and employee turnover

Literature review

Organizational culture

Organizational culture has been an important theme in the business and management literature for some two decades. One reason for this is that organizational culture has consistently been seen as having the potential to affect a range of organizationally and individually desired outcomes (Akpa *et al.*, 2021). Iskanto (2023)^[1, 12] noted that, from the time of the earliest writers on organizational culture (including, for example, Deal & Kennedy, 1982, and Ouchi, 1981), "it has been suggested that organizational culture affects such outcomes as productivity, performance, commitment, self-confidence, and ethical behavior". In a study by Assoratgoon & Kantabutra (2023)^[2], organisational culture "is a pattern of shared basic assumptions that is learned by a group as it solved 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".

Organisational commitment

Literature on the construct of organisational commitment indicates that this construct can be described from an attitudinal, behavioural and motivational perspective (Donna & Soehari, 2024)^[7]. Organizational commitment has been widely and deeply examined as a crucial factor associated with human behaviors and performance in organizations (Li *et al.*, 2020)^[18]. This has led to several definitions of the concept by scholars from several perspectives. For instance, Bashir & Gani (2020)^[3] 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. Herrera & De Las Heras-Rosas (2021)^[11] 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".

Empirical review of literature on organisational culture and employee turnover intentions

Organizational culture has been found to have an effect on organizational behavior and may be proposed as a potential moderator of voluntary turnover (Khaola, 2021)^[16]. The relationship between these concepts has therefore been debated over the years. Some studies have indicated a positive relationship (Dwivedi, 2020) whilst others have reported a negative relationship respectively. Kessl (2021)^[15] in a study of the relationship between selected

organizational culture and employees' turnover intentions showed that all four selected organization culture, that is job challenge, teamwork, innovation and fairness have a significant and weak negative relationship with employees' turnover intention in that particular organization. Results also showed there was no difference between selected respondents from different demographic characteristics (gender, age and education) level in term of their turnover intention.

Another study by Job and Roodt (2022)^[13] investigated organisational culture of hospitals to predict turnover intentions of professional nurses. The result of the study established a significant negative correlation between organisational culture and turnover intentions as knowledge sharing, organisational commitment, organisational citizenship behaviour and job satisfaction, as well as various demographic variables contributed to nurses' turnover intentions. As a result, it was hypothesize that:

H1: Organisational culture will be negatively related to employee turnover intentions

Empirical review of literature on organisational commitment and employee turnover intentions

A number of researches have established negative relationship between organisational commitment and turnover intention. In their empirical investigation into Organizational Commitment and Turnover Intentions: Impact of Employee's Training in Private Sector of Saudi Arabia, Jehanzeb *et al.* (2022)^[14] concluded that organizational commitment was negatively related to turnover intention. The study further indicated that availability of training and supervisor support led to organisational commitment which eventually decreased turnover intentions.

Gülru (2021)^[10] in a quantitative research found that there was a strong, negative and statistically significant relationship between turnover intentions and normative commitment among bank employees in Ankara, Turkey. The findings indicated that age and length of service impacted greatly on commitment and turnover intentions.

In another work, Sow *et al.* (2020)^[27] examined the relationship between continuance commitment and turnover intention among healthcare internal auditors in the United States and the outcome of the study was a negative and statistically significant relationship. Findings indicated that beneficial economic exchanges promoted continuance commitment which decreased turnover intentions.

Further, Rimogole (2021)^[21] examined the relationship between organisational commitment, job satisfaction and turnover intention in the department of rural development and land reform, Limpopo Province. The findings of the study showed a negative correlation between all three dimensions of organisational commitment (affective, continuance and normative) and turnover intentions. Therefore, the study hypothesizes that:

H2: There will be a significant negative relationship between organisational commitment and employee turnover intentions

Methodology

Research design

De Vaus (2001)^[5] asserts that research design is the "overall strategy to integrate the different components of the study in

a coherent and logical way to ensure the research problem is addressed". This study adopted a non-experimental design of cross-sectional survey since data were collected from samples chosen from the population to discover the interrelations between the variables. Also, survey design allows collection of primary data at one point in time and generalization of research findings obtained from a small group to the wider group (Devetak *et al.*, 2010)^[6].

Population

Population is a universal set of all elements within a defined location. According to Kumekpor (2002), population of a study refers to the number of all units of a phenomenon to be investigated that exists in the area of investigation. The population for this study consisted of public sector employees in Juba County

Sample and sampling techniques

Sampling is the statistical process of selecting a subset (called a "sample") of a population of interest for purposes of making observations and statistical inferences about that population (Bhattacharjee, 2012). Healey (2008) indicated that, it is too difficult or expensive to research entire populations. In this study, the stratified sampling technique was used.

Sample size

A sample is the actual unit selected out of the population for the study. In order to ensure samples are representative of the target population, a sample size was relevance. Hence a sample size of 185 was drawn from three public sector organizations in Juba County. The sample size of 100 was a good representation which supports Dillman (2000) who asserted that a sample size more than hundred (100) is sufficient to provide a fair representation of the study population.

Source of data

Questionnaire was the main instrument to collect primary data from respondents. This was supported by the use of secondary data from journals, text book and publications

Data processing and analyses

The statistical software used for analyzing the survey data gathered was IBM Statistical Package and Service Solution (SPSS) version 21. Prior to the statistical analysis of the data collected, data cleaning and handling of missing values was done. Also, each questionnaire assigned to respondents was verified for completeness and consistency of responses. Incomplete questionnaire were excluded in the data entry. Regression formula is represented in a mathematical form as $Y = \beta_0 + \beta_1 X + \mu$. In order to ascertain the strength of the relationship, simple linear regression was used to test the hypotheses. In addition, Pearson correlation (also known as Pearson r) measures the strength of a relationship between two variables. The association can be measured on an interval scale or a ratio scale. Correlation values range between +1 (positive relationship) and -1 (negative relationship) inclusive, and the signs depict the direction of the relationship between the variables. Hence, Pearson correlation was used to analyze hypothesis three of this study.

Ethical consideration

Saunders *et.al* (2009) referred to ethics as the appropriateness of a researcher's behaviour in relation to the rights of those who become the subject of the work, or are affected by it. In the conduct of this study, the following ethical considerations were observed; first, respondents' informed consent was solicited and was briefed on the purpose of the study by the researcher. Second, privacy of respondents was strictly observed. To avoid revealing respondents identity, all questionnaires administered did not indicate any section for the respondents' name. Third, confidentiality and anonymity was ensured.

Results and discussion

Results

Descriptive characteristics of respondents

The number of respondents who were male was 115 while the females were 70. Percentage-wise, these translate into 62.2% and 37.8% respectively.

Respondents were of varied ages. Those who were aged between 21 and 30 were 36 in number, thus representing 19.5% of total respondents. Those who were aged between 31 and 40 were the most populous: 111 of them, representing 60% of total respondents. There were 21 employees who were aged between 41 and 50, accounting for 11.4% of total respondents. The remaining 17 employees of the office were aged 51 or more, representing 9.2% of total respondents.

Most of the employees hold a bachelor's degree. There were 74 respondents who hold a bachelor's degree representing 40% of total respondents. There were 45 employees who hold a master's degree, thus accounting for 24.3% of total respondents. Those who hold diploma certificate were 37 in number, accounting for 30% of total respondents. Ten of the employees hold other certificate representing 5.4% while the remaining 19 employees hold professional certificate; thus representing 10.3% of total respondents.

The employees involved in this study have been varied periods of time. Those who have been with their organization for one to five years were 60 in number, representing 32.4% of total respondents. Those who have been with their organization for six to ten years were 87 in number, accounting for 47.0%. There were those who have spent eleven to fifteen years with their organization: 25 of them, accounting for 13.5%. Lastly, there were 13 employees (7%) of total respondents, who have been with their organization for more than fifteen years.

Simple regression analysis

The objective of regression analysis is to predict a single dependent variable from one or more independent variables. When the problem involves a single independent variable, the statistical technique is called simple regression. Also, when the problem involves two or more independent variables, it is a multiple regression. In this study, the use of only one single independent variable that is organisational culture to test the dependent variables (organisational commitment and turnover intentions) required the use of a simple regression.

Relationship between organisational culture and employee turnover intentions

Table 1: Summary of Simple Regression Analysis of the relationship between Organisational Culture and Turnover Intentions

Variables	B	R ²	t	F	P-value
OC-TI	-.748	.560	-15.261	232.894	.000

Note: N=185, p <.05, Adjusted R²= .558 OC means Organisational Culture, TI means Turnover Intentions

The result in table 1 indicates an indirect influence of organisational culture on employee 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 R² value of .560 means that organisational culture explains 56.0% of the variation in employees' turnover intentions

Relationship between organisational commitment and Employee Turnover Intentions

Table 2: Summary of Pearson Correlation between Organisational Commitment and Employee 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 2. 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 turnover intention

The first hypothesis stated that organisational culture is negatively related to employee 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 implies that, a well-structured policies, norms and beliefs within the culture pattern of the organisation would cause the decision of employees to leave an organisation decrease This result supports Job & Roodt (2022) [13] study which reported a significant negative relationship between organisational culture 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, Kessl (2021) [15] also found a negative relationship between organisational culture and turnover intention irrespective of the sector the organisation was operating. These studies explained that the work environment in terms of the culture prevailing at the organisation shape the feelings of employees and their decision to leave or stay. Further, the

current study confirmed Khaola (2021) [16] study which reported that explored 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, Dwivedi *et al.* (2020) 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.

Organisational commitment and employee turnover intentions

The association between organisational commitment and employee turnover intention was also predicted. The study found a significant negative relationship between organisational commitment and employee 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. The findings confirm extant works that reported a negative relationship between organisational commitment and turnover intention. For instance, Mensah *et al.* (2022) 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, Sow *et al.* (2020) [27] findings reported that beneficial economic exchanges promoted continuance commitment which decreased turnover intentions. Jehanzeb *et al.* (2022) [14] reported a statistically significant inverse relationship between organisational commitment and turnover intentions in a Saudi Arabian context as a result of availability of training and supervisor support. 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, Oluwade (2022) revealed in his 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 employee turnover intentions have assumed considerable literature importance in the 21st century due to globalization coupled with intense competition. It is with this view that this study was conducted to examine the associations between organisational culture, organisational commitment and employee turnover intentions. There exists a strong positive relationship between organisational culture and employee turnover intentions. 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.

Recommendations

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

First, organisations 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.

Second, there should be a learning culture, job involvement and beneficial exchanges 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 forms a solid basis for future research. The study focused on the public sector. It will therefore be insightful for future research to replicate this study in a different industry. Also, comparative study (public and private sector) can also be explored in future studies. Also, the study concentrated specifically on three main variables (organisational culture, organisational commitment and employee 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.

References

1. Akpa VO, Asikhia OU, Nneji NE. Organizational culture and organizational performance: A review of literature. *International Journal of Advances in Engineering and Management*,2021;3(1):361-372.
2. Assoratgoon W, Kantabutra S. Toward a sustainability organizational culture model. *Journal of Cleaner Production*,2023;400:136666.
3. Bashir B, Gani A. Testing the effects of job satisfaction on organizational commitment. *Journal of Management Development*,2020;39(4):525-542.
4. Brook O, O'Brien D, Taylor M. Is culture good for you?. In *Culture is bad for you*, 2020, 26-53. Manchester University Press.
5. De Vaus DA. *Research Design in Social Research*. SAGE: London, 2001.
6. Devetak I, Glazar SA, Vogrinc J. The role of qualitative research in science education Eurasia. *Journal of Mathematics, Science & Technology Education*,2010;6(1):77-84.
7. Donna LSB, Soehari TD. The Effect of Workload and Organizational Commitment on Employee Performance with Employee Engagement as Mediating Variable. *Dinasti International Journal of Digital Business Management*,2024;5(2):194-202.
8. Dwirantwi EA. Organizational Culture and its effect on Productivity; the Case Study of La Community Bank. (Master's Thesis), 2020. Retrieved from ir.knust.edu.gh/bitstream/123456789/4818/1.
9. Griffin RW, Phillips JM, Gully SM. *Organizational behavior: Managing people and organizations*. CENGAGE learning, 2020.
10. Gülru G. The Relationship between Normative Commitment and Turnover Intentions: Case Study of Five Private Turkish Banks in Ankara, 2021. Retrieved from inquiry.ius.edu.ba
11. Herrera J, De Las Heras-Rosas C. The organizational commitment in the company and its relationship with the psychological contract. *Frontiers in Psychology*,2021;11:609211.
12. Iskanto D. Organizational Culture and Its Impact on Employee Performance. *International Journal of Management and Digital Business*,2023;2(1):47-55.
13. Job EJ, Roodt G. The mediating effect of knowledge sharing between organisational culture and turnover Intentions of professional nurses. *SA Journal of Information Management*,2022;13(1):425-431.
14. Jehanzeb K, Rasheed A, Rasheed MF. Organizational Commitment and Turnover Intentions: Impact of Employee's Training in Private Sector of Saudi Arabia. *International Journal of Business and Management*, 2022, 8(8).
15. Kessl LL. The Effect of Organizational Culture on It Employees Turnover Intention in Israel, 2021. Retrieved from <http://steconomiceuoradea.ro/anale/volume/2020/n1/112.pdf>.
16. Khaola PP. The Influence of Culture Traits and their Imbalance on Employee Job Satisfaction and Turnover Intentions. *Arabian Journal of Business and Management Review*, 2021, 5(2).
17. Lei LP, Lin KP, Huang SS, Tung HH, Tsai JM, Tsay SL. The impact of organisational commitment and leadership style on job satisfaction of nurse practitioners in acute care practices. *Journal of nursing management*,2022;30(3):651-659.
18. Li N, Zhang L, Xiao G, Chen ZJ, Lu Q. Effects of organizational commitment, job satisfaction and workplace violence on turnover intention of emergency nurses: A cross-sectional study. *International journal of nursing practice*,2020;26(6):e12854.
19. Mensah R, Kosi I. Organizational Commitment and Turnover Intentions of Clinical Laboratory Scientists in Ghana. *European Journal of Business and Management*, 2020, 8(2).
20. Oluwade T. Organisational commitment and turnover intentions: evidence from Nigerian paramilitary organisation. *International Journal of Business and Economic Development*, 2021, 2(3).
21. Pathan MSK. Assessing the mediating role of job satisfaction in the relationship between organizational culture and employee commitment. *International Research Journal of Education and Innovation*,2023;4(1):1-11.
22. Rimogole MA. The relationship between Organisational Commitment, Job Satisfaction

- and Turnover Intention in the Department of Rural Development and Land Reform, Limpopo Province (Master's Thesis), 2021. Retrieved from <http://ul.netd.ac.za/>.
23. Sabuhari R, Sudiro A, Irawanto D, Rahayu M. The effects of human resource flexibility, employee competency, organizational culture adaptation and job satisfaction on employee performance. *Management Science Letters*,2020:10(8):1775-1786.
 24. Saebah N, Merthayasa A. The Influence of Organizational Culture on Employee Performance with Organizational Commitment as an Intervening Variable. *International Journal of Social Service and Research*,2024:4(03):744-751.
 25. Sarigül SS, Uğurluoğlu Ö. Examination of the relationships between change fatigue and perceived organizational culture, burnout, turnover intention, and organizational commitment in nurses. *Research and theory for nursing practice*, 2023.
 26. Sarhan N, Harb A, Shrafat F, Alhusban M. The effect of organizational culture on the organizational commitment: Evidence from hotel industry. *Management Science Letters*,2020:10(1):183-196.
 27. Sow M, Anthony P, Berete M. Relationship between Continuance Commitment and Turnover Intention among Healthcare Internal Auditors in the US. *Academic Research International*, 2020, 6(6).
 28. Zacharias T, Rahawarin MA, Yusriadi Y. Cultural reconstruction and organization environment for employee performance. *Journal of Ethnic and Cultural Studies*,2021:8(2):296-315.