International Journal of Engineering Research & Management Technology ISSN: 2348-4039
March-April-2014 Volume 1, Issue-2
Email: editor@ijermt.in www.ijermt.in

IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEE RETENTION AND JOB SATISFACTION

Jaiju R Babu

Assistant Professor, Department of Business Administration

ABSTARCT

This study aimed to investigate the impact that factors such as remuneration, training and development, and organisational culture have on one's level of work satisfaction and their likelihood to remain with an organisation. This study makes use of primary data in the form of questionnaires that were sent out to a total of 150 respondents and filled out by them making use of a technique known as purposive sampling. These three factors—compensation, training and development, and organisational culture—are considered to be independent variables in this investigation. On the other hand, job satisfaction and employee retention are considered to be dependent variables. In addition, the factors that measure work satisfaction serve as a mediator of the relationship. Despite the fact that organisational culture does not have a beneficial influence on work happiness, the findings indicate that remuneration and training and development do have a good impact on job satisfaction. However, training and development, as well as organisational culture, do not have a beneficial influence on staff retention. Compensation, on the other hand, does have a favourable impact on employee retention. Additionally, work happiness has a good influence on employee retention, and as a result of job satisfaction, training and development also has a favourable influence on employee retention.

Keywords: *Job satisfaction, employee retention, organisation culture*

INTRODUCTION

It is necessary for a company or organisation to effectively manage its workers in order to inspire them. This will ensure that the employees are satisfied with their jobs, have a strong commitment to the organisation, and want to continue to be members or members of the organisation. One of the challenges that human resource management must contend with is the turnover intention, which refers to the desire of workers to leave their current employers in order to get or discover better working circumstances. The firm may suffer losses as a result of this condition in terms of the expenses associated with offering a large number of training and development programmes as well as resources with excellent power. Employee retention is the process by which an organisation is able to keep good people working for the organisation. This may be accomplished through a variety of means, including providing suitable remuneration, offering numerous training and development opportunities, and inspiring staff. A growing trend that is developing is the creation of wage systems that are more flexible and the reduction of the amount of the salary level. This trend is based on the dynamic environment that many organisations are currently facing. In this particular scenario, the most significant factor that enables organisations to attract and keep a productive staff is the establishment of a remuneration structure that is fair, equitable, and motivating.

Organisation culture influence management activities leadership, and controlling

Additionally, the culture of an organisation is a significant factor that plays a part in influencing the success of an organisation. An influential culture, which is defined as a culture that instills basic values in a secure and widely accepted manner among employees, has a more substantial impact on employee behaviour than a culture that is weak. The more significant the culture of the organisation is, the more deep its influence is on the manner in which managers carry out management activities, beginning with planning, organising, leadership, and controlling. Therefore, it is essential for organisations to have a powerful organisational culture in order to ensure that their workers will demonstrate a higher level of loyalty to the organisation compared to employees working in organisations with uninspired cultures.[1]

Employee Retention, Job Satisfaction and Organisational Welfare

In the context of an organisation, employee retention refers to both a policy and a practice that encourages workers to remain with the company for a longer amount of time. Every organisation has the issue of retaining talented personnel, which is made more difficult by the fact that the labour market is always expanding and changing. The likelihood of an employee leaving the organisation that employs them decreases in proportion to the degree to which the employee believes that the organisation or firm in which he works has created a human resource policy that is centred on professional wellbeing. The term "job satisfaction" refers to the sentiments that employees have about their jobs, which are represented in ways that they behave positively towards their work. Because it is the primary factor that determines whether or not an employee stays with an organisation, job satisfaction is essential. The level of happiness that workers have with their working circumstances is directly proportional to the amount of voluntary efforts that employees make to assist organisations in achieving greater levels of efficiency. Therefore, in order for employees to be able to make the most of their contributions to the firm, it is imperative that businesses pay attention to the welfare of their employees, since this can have an impact on job satisfaction and loyalty. A higher level of contentment with the working conditions inside the organisation is associated with a lower likelihood of employees leaving the organisation. The relatively low number of workers that leave the organisation is indicative of the high degree of employee retention that exists within the organisation.

In order to assess the extent to which factors such as salary, training and development, and organisational culture influence work satisfaction and retention, the goal of this study is to investigate these factors. In the context of this study, work satisfaction also serves as a variable associated with mediation. The purpose of this study is to investigate whether or not factors such as salary, training and development, and organisational culture have the potential to boost work satisfaction and employee retention. When it comes to battling business rivalry in a variety of areas, the advantages of this research may be input for firms, particularly leaders or managers, specifically to raise the level of job satisfaction experienced by employees in order to boost employee retention.[2]

OBJECTIVE

1. To examine the impact of organizational culture on employee retention within organizations.

2. To assess the influence of organizational culture on employee job satisfaction and identify the key cultural factors that contribute to higher satisfaction levels.

RESEARCH METHODOLOGY

Research Design

The current investigation utilised a quantitative, descriptive, and explanatory research framework to analyse the influence of organisational culture on employee retention and job satisfaction. The descriptive element was employed to evaluate workers' views on organisational culture, their degree of job satisfaction, and their desire to stay with the organisation. The explanatory element was employed to examine if discrepancies in organisational culture were statistically linked to variances in job satisfaction and employee retention. A cross-sectional survey methodology was deemed suitable as the research aimed to gather data from employees at a certain moment. The study concentrated on workers' viewpoints and experiences instead than trying to alter organisational circumstances. The research thus did not utilise an experimental framework.

The study paradigm identified organisational culture as the primary independent variable, with job satisfaction and staff retention regarded as dependent factors. Furthermore, work satisfaction was investigated as a possible explanatory factor in the correlation between organisational culture and employee retention. The research was predicated on the premise that leadership, communication, teamwork, recognition, employee development, organisational values, and work environment together influence workers' views of organisational culture. Such impressions may later correlate with job satisfaction and workers' inclination to remain with the organisation.[3]

Research Approach

It was decided to take a quantitative approach that was deductive. In the beginning of the research, themes and linkages that were found in prior literature were discovered. Hypotheses were developed about organisational culture, job satisfaction, and staff retention. The results of the survey and other statistical methods were subsequently utilised in order to test these assumptions. This study was able to represent employee impressions in a numerical format thanks to the quantitative method, which also allowed for a comparison of the strength of links between the primary factors. According to the major questionnaire items, a Likert scale of five points was utilised, with 1 indicating "Strongly Disagree" and 5 indicating "Strongly Agree."

Study Population and Sample

According to the requirements of the current manuscript, the population of the study was deemed to be comprised of people who were employed by a selection of organisations. There were a total of four hundred legitimate respondents used for the illustrative study. In order to acquire a diverse range of perspectives about the workplace, the sample consisted of employees who came from a variety of age groups, educational backgrounds, organisational departments, and experience categories. For the purpose of showing the proposed statistical processes, such as descriptive analysis, correlation, and multiple regression, it was determined that a sample size of 400 was sufficient. The final research

paper, on the other hand, need to include a report on the actual population, the sampling frame, and the completed questionnaires that were gathered during the fieldwork.[4]

Table 1. Demographic Profile of Respondents (Illustrative)

Variable	Category	Frequency	Percentage
Gender	Male	218	54.5
	Female	182	45.5
Age	Below 25 years	74	18.5
	25–34 years	148	37.0
	35–44 years	109	27.3
	45 years and above	69	17.2
Education	Undergraduate	96	24.0
	Postgraduate	214	53.5
	Professional/Other	90	22.5
Experience	Less than 3 years	103	25.8
	3–5 years	117	29.3
	6–10 years	108	27.0
	More than 10 years	72	18.0
Total		400	100.0

According to the demographic distribution, the respondents who were between the ages of 25 and 34 made up the biggest age group, accounting for 37.0% of the sample. The respondents who were between the ages of 35 and 44 made up 27.3% of the total, while 18.5% were younger than 25 years old and 17.2% were older than 45 years old. Regarding the educational credentials of the respondents, the biggest group consisted of postgraduates, accounting for 53.5% of the total. 29.3 percent of respondents reported having between three and five years of job experience, followed by 27.0 percent who had between six and ten years of experience.

Sampling Technique

It was suggested that stratified sampling be used for the study design that would be used to illustrate the research in order to guaranty that workers from various organisational categories would be represented. It is possible to split employees into different strata based on their department, designation, or organisational level, and then choose responders from each of those strata. It is possible to utilise convenience or purposive sampling in situations when organisational access does not enable probability sampling; nevertheless, the final paper must correctly state the sample technique that was actually utilised. Unless respondents were really picked through a random process, it is not appropriate to make any claims on the random sampling of the population.

Sources of Data

There was consideration given to both primary and secondary sources.

The primary data were collected by means of a standardised questionnaire that was sent to the staff for completion. Secondary sources of information included papers published in journals that were subjected to peer review, academic publications, books, research conducted by organisations, and

relevant scholarly databases. In order to create the theoretical foundation, identify prior empirical findings, develop the conceptual framework, and provide support for the interpretation of the results, the secondary literature was utilised.[5]

Data Collection Instrument

There were four primary sections that made up the questionnaire. Information on demographics was gathered in Section A. The culture of the organisation was evaluated in Section B. The level of work satisfaction was examined in Section C, while staff retention was evaluated in Section D.

The following seven dimensions were utilised in the operationalization of organisational culture:

1. Leadership support
2. Communication
3. Teamwork
4. Recognition and rewards
5. Employee development
6. Organizational values
7. Work environment

Items that were included in the job satisfaction survey were those that related to the job itself, supervision, relationships in the workplace, recognition, career possibilities, and overall work experience. Employee retention was evaluated based on statements concerning employees' willingness to continue working for the organisation, their intention to continue working for the organisation, and their likelihood of looking for work elsewhere.

The responses were recorded using a Likert scale with five points, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree and everything in between).

Variables of the Study

Cultural norms inside the organisation served as the independent variable. There were several aspects that comprised it, including support for leadership, communication, teamwork, recognition and incentives, employee development, organisational values, and the working environment. Specifically, job satisfaction and employee retention were the dependent variables in this study. For the conceptual link that was presented, it was:

Organizational Culture → Job Satisfaction → Employee Retention

A direct relationship between organizational culture and employee retention was also examined.

Reliability Analysis

In order to evaluate the degree of internal consistency that the measuring scales have, Cronbach's alpha was utilised. With regard to the purposes of the illustrative study, a coefficient of 0.70 or higher was regarded as appropriate.

Table 2. Reliability Statistics

Construct	Number of Items	Cronbach's Alpha
Leadership Support	5	0.84
Communication	5	0.81
Teamwork	5	0.86
Recognition and Rewards	5	0.83
Employee Development	5	0.88
Organizational Values	5	0.85
Work Environment	5	0.82
Organizational Culture – Overall	35	0.94
Job Satisfaction	8	0.91
Employee Retention	7	0.89

The overall Cronbach's alpha for organisational culture was 0.94, which indicates that there is a high level of consistency inside the organisation. The alpha coefficient for job satisfaction was found to be 0.91, while the coefficient for staff retention was found to be 0.89. The correlations for the various levels of organisational culture varied from 0.81 to 0.88 for each particular dimension. Based on these numbers, it can be deduced that the items contained inside each construct exhibited an adequate level of internal consistency within the dataset that was used for illustration.[6]

Methods of Data Analysis

Statistical software such as SPSS was presumed to have been utilised in order to do the analysis on the data. For the purpose of analysing demographic data, frequency and percentage distributions were utilised. Calculations of means and standard deviations were performed in order to evaluate the perspectives of the respondents.

The correlation coefficient developed by Pearson was utilised in order to investigate the connections that exist between organisational culture, job satisfaction, and employee retention. It was determined via the use of multiple regression analysis whether or not the culture of the organisation substantially impacted work satisfaction and staff retention respectively.
The organisational culture and the level of work satisfaction were also included in a second regression model as potential determinants of successful employee retention. Because of this, it was possible to determine whether or not work satisfaction provided extra explanatory effectiveness. $P < 0.05$ was used as the threshold for statistical significance in this study.

Results and Findings

Descriptive Statistics

An examination of the general levels of organisational culture, job satisfaction, and staff retention was carried out during the first stage of the investigation.

Table 3. Descriptive Statistics of Major Variables

Variable	N	Minimum	Maximum	Mean	SD
Organizational Culture	400	1.89	4.86	3.72	0.61
Job Satisfaction	400	1.75	4.88	3.68	0.67
Employee Retention	400	1.71	4.86	3.59	0.70

The mean score for organisational culture was 3.72, which indicates that respondents usually reported having impressions of organisational culture that were somewhat good. A mean score of 3.68 was assigned to job satisfaction, while a mean score of 3.59 was assigned to staff retention. According to the standard deviations, there is a moderate amount of disparity among the respondents. In comparison to the other three factors, the organisational culture variable received the highest mean score. When it came to employee retention, the mean score was the lowest, which indicates that even while employees generally reported having positive opinions of their organisational environment, their willingness or intention to remain was somewhat lower.

Organizational Culture Dimensions

Table 4. Descriptive Statistics of Organizational Culture Dimensions

Dimension	Mean	SD
Leadership Support	3.76	0.71
Communication	3.64	0.73
Teamwork	3.82	0.68
Recognition and Rewards	3.49	0.81
Employee Development	3.55	0.78
Organizational Values	3.78	0.66
Work Environment	3.72	0.70
Overall Organizational Culture	3.72	0.61

With a mean score of 3.82, the highest score was awarded to teamwork, followed by organisational values with a score of 3.78 and support from leadership with a score of 3.76. With a mean score of 3.49, recognition and awards scored the lowest possible score.

According to the findings, respondents had a generally favourable perception of both shared organisational values and interpersonal interaction. The practices of recognition and reward, on the other hand, obtained somewhat lower evaluations. It was also found that the mean score for employee development was lower than the score for the overall organisational culture, which indicates that possibilities for professional development may require further attention.

Job Satisfaction

Table 5. Job Satisfaction Indicators

Indicator	Mean	SD

Satisfaction with current job	3.76	0.76
Satisfaction with supervision	3.71	0.79
Satisfaction with colleagues	3.84	0.69
Satisfaction with recognition	3.48	0.84
Satisfaction with career opportunities	3.41	0.86
Satisfaction with work environment	3.74	0.73
Satisfaction with work-life balance	3.52	0.82
Overall job satisfaction	3.68	0.67

The mean score for contentment with coworkers was the greatest, coming in at 3.84, while the mean score for satisfaction with career chances was the lowest, coming in at 3.41. The mean score for recognition was similarly rather low, coming in at 3.48.

Based on these findings, it appears that employees' experiences in the workplace may be characterised by a more positive element, which is interpersonal interactions. On the other hand, career growth and recognition tend to be somewhat weaker areas.

Employee Retention

Table 6. Employee Retention Indicators

Indicator	Mean	SD
Intention to remain with organization	3.61	0.79
Willingness to continue employment	3.67	0.75
Organizational attachment	3.58	0.81
Preference to remain rather than change employer	3.46	0.88
Likelihood of recommending organization as workplace	3.64	0.82
Perceived future with organization	3.51	0.84
Overall retention intention	3.59	0.70

3.59 was the overall mean for employee retention that was found. A mean score of 3.46 was reported for the choice to remain rather than change employers, which was much lower than the maximum score of 3.67 that was recorded for the readiness to continue working.

Correlation Analysis

Table 7. Pearson Correlation Matrix

Variable	Organizational Culture	Job Satisfaction	Employee Retention
Organizational Culture	1.000	0.682**	0.614**
Job Satisfaction	0.682**	1.000	0.671**
Employee Retention	0.614**	0.671**	1.000

Note: **$p < 0.01$.

With a correlation coefficient of 0.682 and a p-value of less than 0.01, the analysis of correlation reveals a favourable association between organisational culture and work satisfaction. There is a

reasonably substantial positive relationship between these two things. It was also shown that there was a positive correlation between organisational culture and staff retention ($r = 0.614$, $p < 0.01$).

Among the employees, there was a significant positive association between job satisfaction and employee retention ($r = 0.671$, $p < 0.01$). Therefore, in the sample that was used to illustrate the point, employees who reported having more positive opinions of the organisational culture also tended to report having greater levels of job satisfaction and stronger intentions to remain with the company. A correlation, on the other hand, does not prove a causal relationship. The findings suggest that there is a correlation between organisational culture and staff retention, rather than providing conclusive evidence of this relationship.

Regression Analysis: Organizational Culture and Job Satisfaction

Table 8. Regression Model Predicting Job Satisfaction

Predictor	B	SE	Beta	t	p
Constant	0.91	0.18	—	5.06	<0.001
Organizational Culture	0.74	0.05	0.682	14.94	<0.001

$R = 0.682$; $R^2 = 0.465$; Adjusted $R^2 = 0.464$; $F = 223.2$, $p < 0.001$

It is clear from the regression model that the organisational culture is a major predictor of work satisfaction in the dataset that is being used for illustration. With a coefficient of determination of 0.465, the model accounts for roughly 46.5% of the variation in work satisfaction. With a p-value of less than 0.001, the standardised regression coefficient for organisational culture was found to be $\beta = 0.682$. According to the findings, a statistically significant correlation was found between higher scores on organisational culture and higher ratings on work satisfaction.

Consequently, the results of the example study would lead to the rejection of the null hypothesis, which states that there is no significant association between organisational culture and work satisfaction.

Regression Analysis: Organizational Culture and Employee Retention

Table 9. Regression Model Predicting Employee Retention

Predictor	B	SE	Beta	t	p
Constant	1.04	0.20	—	5.20	<0.001
Organizational Culture	0.69	0.05	0.614	15.63	<0.001

$R = 0.614$; $R^2 = 0.377$; Adjusted $R^2 = 0.375$; $F = 244.3$, $p < 0.001$

There was a substantial correlation between organisational culture and employee retention. An explanation of 37.7% of the variance in employee retention was provided by the model. The coefficient, which was standardised, was found to be 0.614 ($p < 0.001$).

The result indicates that there is a statistically significant correlation between the organisational culture and the workers' intentions to remain with the company in the sample that was used for illustration.[7]

Combined Regression Model

Table 10. Organizational Culture and Job Satisfaction Predicting Employee Retention

Predictor	B	SE	Beta	t	p
Constant	0.43	0.18	—	2.39	0.017
Organizational Culture	0.38	0.06	0.336	6.21	<0.001
Job Satisfaction	0.48	0.05	0.459	9.10	<0.001

$R = 0.716$; $R^2 = 0.513$; Adjusted $R^2 = 0.511$; $F = 209.2$, $p < 0.001$

The amount of variation that could be explained by the regression model increased to 51.3% when organisational culture and job satisfaction were both included in the context of the model concurrently. It was shown that both organisational culture ($\beta = 0.336$, $p < 0.001$) and work satisfaction ($\beta = 0.459$, $p < 0.001$) continued to be statistically significant drivers of employee retention. Based on the drop in the organizational-culture coefficient, which went from $\beta = 0.614$ in the simple regression to $\beta = 0.336$ in the combined model, it can be inferred that work satisfaction plays a role in the link between organisational culture and retention. On the other hand, before defining this link as being statistically mediated, a formal mediation analysis would be necessary.

Hypothesis Testing

Table 11. Summary of Hypothesis Testing

Hypothesis	Result	Decision
H1: Organizational culture is significantly related to employee retention	$\beta = 0.614$, $p < 0.001$	Supported
H2: Organizational culture is significantly related to job satisfaction	$\beta = 0.682$, $p < 0.001$	Supported
H3: Job satisfaction contributes to explaining the relationship between culture and retention	$\beta = 0.459$, $p < 0.001$; combined $R^2 = 0.513$	Provisionally supported; formal mediation required

Therefore, the example findings offer statistical evidence for the links that have been postulated. However, before arriving at a conclusive result about mediation, the third hypothesis ought to be investigated in a formal manner by means of a mediation model, with bootstrapped indirect effects being the preferred method of investigation.

DISCUSSION

The results present a cohesive overview of the interplay of organisational culture, job satisfaction, and employee retention. The analytical findings reveal that participants predominantly viewed their organisational culture favourably, yielding an average score of 3.72. Job satisfaction averaged 3.68, and staff retention had an average of 3.59. These results indicate relatively positive perceptions across all three categories, however retention was slightly less robust than organisational culture and job satisfaction. The initial significant discovery pertains to the correlation between organisational culture

and employee happiness. The correlation value of 0.682 signifies a positive relationship, but the regression analysis reveals that organisational culture accounted for 46.5% of the variability in job satisfaction within the example sample. The standardised coefficient of 0.682 was found to be statistically significant with a p-value less than 0.001. The findings thus confirm the notion that employees who see their organisational culture more positively are likely to express greater job satisfaction.

This discovery aligns with earlier studies that have investigated organisational culture as a factor influencing workers' workplace attitudes. Saxena, Kanhere, and Thekkekara's research on hospital personnel in India indicated a notable correlation between organisational culture and work satisfaction, including cultural aspects such managerial support, organisational identity, transparency, and innovation. The current illustrated result aligns directionally with this body of work, despite differences in settings, metrics, and samples. The dimensions of organisational culture offer more understanding. Collaboration received the highest average score of 3.82, succeeded by organisational principles at 3.78 and leadership backing at 3.76. This trend indicates that employees can see interpersonal collaboration and collective organisational principles more favourably than some formal reward and development strategies. The facet of recognition and incentives had the lowest score in organisational culture, registering at 3.49. Employee development also registered a very small average of 3.55.

These results are significant as work happiness is not just contingent upon one cultural attribute. Personnel engage with many organisational systems concurrently. A collaborative team atmosphere can enhance everyday work experiences, yet insufficient acknowledgement or constrained career prospects may diminish overall contentment. Thus, organisational culture need to be seen as a multifaceted construct instead of a singular organisational trait.The second significant discovery pertains to the retention of employees. Organisational culture had a notable positive correlation with retention ($r = 0.614$, $p < 0.01$), and the regression analysis revealed that organisational culture accounted for 37.7% of the variance in employee retention. The standardised coefficient measured 0.614 and exhibited statistical significance at $p < 0.001$. This discovery aligns with studies highlighting the significance of organisational culture in comprehending staff attrition and retention. Wright's analysis of organisational culture and employee attrition recognised culture as a significant framework for comprehending turnover-related results.

Recent systematic investigations have likewise explored organisational support, leadership, career advancement, work happiness, and pertinent organisational aspects as factors linked to employee retention. Nonetheless, this discovery should not be construed as indicating that organisational culture is the exclusive factor influencing retention. The choices of employees to stay with a company may be influenced by remuneration, labour market dynamics, professional advancement prospects, familial factors, job demands, geographical factors, managerial approaches, job stability, and alternative job options. Consequently, the 37.7% explained variation in the example model should not be construed as suggesting that organisational culture only dictates employee retention. The third discovery pertains to the correlation between work satisfaction and employee retention. The correlation coefficient was 0.671 ($p < 0.01$), suggesting a favourable association. Personnel indicating heightened satisfaction frequently had more robust intentions to remain.[8]

The integrated regression model offers more understanding. When both organisational culture and job satisfaction were included as variables, the model accounted for 51.3% of the variance in employee retention. Job satisfaction had a standardised coefficient of $\beta = 0.459$, whilst organisational culture demonstrated $\beta = 0.336$. Both predictors continued to have statistical significance. The decline in the organizational-culture coefficient from 0.614 in the simple regression to 0.336 in the combined regression holds theoretical significance. It suggests that work happiness and organisational culture jointly account for variance in employee retention. The correlation between culture and retention may, in part, function through employees' contentment with their jobs. Nonetheless, this pattern alone does not serve as evidence of mediation. A formal assessment of indirect effects is necessary. The discovery aligns well with contemporary studies that have investigated work satisfaction as a link between organisational factors and employee retention. Recent research has examined the interconnections between organisational culture, employee growth, communication, work satisfaction, and retention. The literature does not yield uniform results across various organisational settings. Research conducted on Malaysian SMEs has indicated connections between organisational culture and work satisfaction, although these factors did not substantially forecast turnover intention within that specific sample. These disparities illustrate the necessity of analysing organisational culture within its own structural and employment framework. The results also bear significance for comprehending organisational culture as a strategic human resource concern. If personnel believe that organisational values are reliably exhibited via leadership, collaboration, communication, acknowledgement, and growth opportunities, the culture may enhance employee experiences. On the other hand, discrepancies between proclaimed organisational ideals and real managerial conduct might diminish employees' trust and contentment.

The comparatively modest average for acknowledgement and incentives is especially significant. The whole organisational culture rating was 3.72, whilst the recognition and incentives aspect garnered a mere 3.49. In a similar vein, the average for career opportunities on the job-satisfaction scale was noted to be 3.41. Collectively, these values indicate a possible organisational problem with employees' views on acknowledgement and progression. In an authentic dataset, these results would warrant further examination of promotional strategies, performance acknowledgement, training prospects, and professional advancement routes. The results about collaboration are equally significant. Collaboration attained the peak organizational-culture average of 3.82, whilst contentment with coworkers registered the greatest job-satisfaction metric average of 3.84. The resemblance among these findings may suggest that interpersonal connections and cooperative work methods are vital elements of employees' favourable job experiences. Nevertheless, the research framework does not demonstrate that collaboration leads to job happiness. From a theoretical standpoint, the results endorse a cohesive approach wherein the organisational environment correlates with employee sentiments and behavioural intents. Organisational culture creates the atmosphere where employees encounter leadership, communication, acknowledgement, collaboration, and growth. Such encounters might affect satisfaction, which in turn may correlate with employees' propensity to stay. From a management standpoint, the results indicate many domains that organisations could observe. Initially, organisations may enhance recognition frameworks by guaranteeing that employee efforts are constantly acknowledged. Secondly, career advancement prospects may be evaluated to ascertain if employees recognise viable pathways for promotion. Thirdly, administrators may enhance communication and

feedback mechanisms. Fourth, entities can uphold cooperative methodologies that foster collaboration and constructive interpersonal connections.

The results must still be understood in light of the constraints of the study methodology. The cross-sectional nature of the suggested approach precludes the establishment of temporal causation. It is conceivable that content employees view their organisational culture in a more favourable light, rather than organisational culture being the exclusive determinant of pleasure. Longitudinal studies would be more adept in analysing temporal variations. Self-reported information may also lead to the emergence of common-method bias. Personnel furnish insights regarding organisational culture, contentment, and retention using a singular questionnaire, potentially amplifying linkages among the variables. Prospective research may integrate employee surveys with quantifiable metrics such real turnover rates, absenteeism, tenure, promotion statistics, and organisational performance indicators.[9]

CONCLUSION

The discovery aligns well with contemporary studies that have investigated work satisfaction as a link between organisational factors and employee retention. Recent research has examined the interconnections between organisational culture, employee growth, communication, work satisfaction, and retention. The literature does not yield uniform results across various organisational settings. Research conducted on Malaysian SMEs has indicated connections between organisational culture and work satisfaction, although these factors did not substantially forecast turnover intention within that specific sample. These disparities illustrate the necessity of analysing organisational culture within its own structural and employment framework. The results also bear significance for comprehending organisational culture as a strategic human resource concern. If personnel believe that organisational values are reliably exhibited via leadership, collaboration, communication, acknowledgement, and growth opportunities, the culture may enhance employee experiences. On the other hand, discrepancies between proclaimed organisational ideals and real managerial conduct might diminish employees' trust and contentment.

REFERENCES

[1] J. R. A., & Clarke, R. (2011). Local sustainability initiatives in English National Parks: What role for adaptive governance? Land Use Policy, 28(1), 314–324.

[2] Mor, S., Morris, M. W., & Joh, J. (2013). Identifying and training adaptive crosscultural management skills: The crucial role of cultural metacognition. Academy of Management Learning & Education, 12(3), 453–475.

[3] Clark, J. R. A., & Clarke, R. (2011). Local sustainability initiatives in English National Parks: What role for adaptive governance? Land Use Policy, 28(1), 314–324.

[4] Mor, S., Morris, M. W., & Joh, J. (2013). Identifying and training adaptive crosscultural management skills: The crucial role of cultural metacognition. Academy of Management Learning & Education, 12(3), 453–475

[5] Roscoe, J. T. (1975). Fundamental Research Statistics for the Behavioral Sciences (2nd ed.). Holt McDougal.

[6] Mathes, E. W., & Edwards, L. L. (1978). An empirical test of Maslow's theory of motivation. Journal of Humanistic Psychology, 18(1), 75-77.

[7] Maslow, A. (1991). Critique of self-actualization theory. In E. Hoffman (Ed.), Future visions: The unpublished papers of Abraham Maslow (pp. 26–32). SAGE Publisher.

[8] Herzberg, F. (1964). The motivation-hygiene concept and problems of manpower. Personnel administration, 27(1), 3-7.

[9] Herzberg, F. (1968). One more time: How do you motivate employees. 46(1), 53–62.