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# THE INFLUENCE OF ORGANISATIONAL CULTURE AND JOB SATISFACTION ON INTENTIONS TO LEAVE: THE CASE OF CLAY BRICK MANUFACTURING COMPANY IN LESOTHO

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**Abstract:** Employee turnover or retention has dominated the research agenda and attracted practitioners' attention for decades. Previous research has, however, suffered from lack of macro perspective in understanding employee turnover in organizations. Based on the survey of employees in a clay brick manufacturing company in Lesotho, the purpose of the present study was to examine the impact of job satisfaction and cultural traits on turnover intentions. There was a negative and significant correlation between job satisfaction and turnover intentions, and all cultural traits and turnover intentions. Though the variance contributed by cultural traits (stability and flexibility) over demographic factors and job satisfaction was only marginally significant, and the impact of flexibility cultural trait became insignificant in the regression analysis, the influence of stability cultural trait remained strong in both correlation and regression analyses. Managerial and theoretical implications are also discussed in this study.

**Keywords:** Organisational culture, job satisfaction, turnover intentions, cultural traits

## 1. INTRODUCTION

Employee turnover or retention has dominated the research agenda and attracted practitioner attention for decades. Mitchell, Holtom, and Lee (2001, 96) identify voluntary turnover as a huge problem facing organizations today. As a result, "thousands of studies have been conducted on the topic" (*ibid.*, 97).

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Previous research has, however, failed to employ macro perspective in understanding employee turnover in organizations (e.g. Sheridan 1992; Carmeli 2005). Ng and Butts (2009, 304) suggest that the turnover literature can benefit most by adopting both the individual and situational perspectives. Mitchell, Holtom, and Lee (2001, 98) spearheaded their study by suggesting that “even the more complex theories, with multiple attitudes and assessments of perceived alternatives leave about 75 per cent of the variance in turnover unexplained”. They argue that the prevailing perspectives on leaving and staying are too narrow. The current study will add to the limited number of studies that incorporate corporate culture into predicting employee turnover intentions.

Since the 1980’s when the concept of organization culture gained prominence in organizational studies, researchers have been examining its determinants; the predictive validity of its determinants; its outcomes, and how best to study the concept (Jung *et al.* 2009). But as suggested by other researchers (Denison and Mishra 1995; Fey and Denison 2003; Gillespie *et al.* 2008), explicit theories and empirical evidence remain limited. Moreover, studies that exist were mostly carried out in Anglo-Saxon countries (Fey and Denison 2003), and few were carried out in developing countries. The current study explores the relationship between organizational culture traits and turnover intentions in the least developed African country. The contribution of this study is on its macro perspective evaluation of intentions to leave, and the extent to which a theory of culture developed in the US can be applicable in a least developed country. The paper is organised around four more sections. Next, Section Two derives testable hypotheses from theoretical background to intentions to leave, job satisfaction and organisational culture. Section Three outlines the methodology, and Section Four provides the findings. The discussion of the results, limitations and prospects for future research are presented in Section Five, and the final section of the study deals with the conclusion and recommendations of the study.

## **2. THEORETICAL BACKGROUND AND HYPOTHESES**

### **2.1 Predictors of Employee Turnover and Turnover Intentions**

Nel *et al.* (2006, 551) define labour turnover as the voluntary movement of employees in and out of the boundaries of the organisation; the movement which constitute a permanent withdrawal from the work situation.

Many predictors of employee turnover have been identified in the literature. These include job satisfaction; organizational commitment; perceived job alternatives; promotional opportunities; perceptions of justice; perceived organizational support; job performance; job content; leadership; realistic job previews; work climate perception; organizational culture values, and some demographic and personality factors (McEvoy and Cascio 1985 and 1987; Sheridan 1992; Griffeth, Hom, and Gaertner 2000; Ng and Butts

2009; Hwang and Chang 2009). While a recent meticulous meta-analysis of antecedents of turnover confirmed many of these determinants of turnover (Griffeth, Hom, and Gaertner 2000), only few analysed determinants related to organisation-wide variables such as culture. One of the aims of this study is then to close that gap. The study is however based on turnover intentions and not actual turnover. Turnover intention can be defined as “a conscious and deliberate willingness to leave the organisation”.

According to the Theory of Planned Behaviour, intentions are the proximal and best predictors of behaviour (Ajzen 1991). Past empirical studies have also suggested that the two variables are closely related (Griffeth, Hom, and Gaertner 2000; Ng and Butts 2009). In fact the strongest determinants of actual turnover are job dissatisfaction and turnover intentions (Griffeth, Hom, and Gaertner 2000). Many studies have also used turnover intentions because in the process of dissatisfaction-intentions-turnover, “a person may move back and forth between job dissatisfaction and turnover intentions” for long periods of time, allowing managers to deal with factors that cause actual turnover before the latter is actualised (Tham 2007, 1228).

## 2.2 Employee Job Satisfaction and Turnover Intentions

Many studies have explored the phenomena of employee turnover by investigating the individual-related variables and attitudes, including job satisfaction (Carmeli 2005). Job satisfaction is described as “an employee’s affective reactions to a job based on comparing desired outcomes with actual outcomes” (Egan, Yang, and Bartlet 2004, 283). Griffeth, Hom, and Gaertner (2000, 479) established in a meta-analytic study that overall job satisfaction yielded higher predictive validity of turnover than specific satisfaction facets. Work satisfaction yielded highest predictive validity of all satisfaction facets. Egan, Yang, and Bartlet (2004) found a strong correlation between overall job satisfaction and turnover intention among information technology (IT) employees in the US. MacIntosh and Doherty (2009) recently established that job satisfaction strongly and inversely influenced intention to leave among employees of a fitness organisation in Canada. Given the consistent finding that job satisfaction is one of the strongest precursors of turnover intentions or actual turnover (Tham 2007), it was expected that job satisfaction would be inversely related to turnover intentions.

*H<sub>1</sub>: Job satisfaction is negatively related to turnover intentions*

However, as suggested by Egan, Yang, and Bartlet (2004, 283), “across studies, the proportion of variance in turnover behaviour explained by levels of satisfaction may be smaller than originally thought”, hence the need to examine other possible precursors.

### 2.3 Organisational Culture and Turnover Intentions

A few studies have explored the relationship between organisational culture and employee turnover or retention (e.g. Sheridan 1992; Ega, Yang, and Bartlet 2004; Carmeli 2005; MacIntosh and Doherty 2009).

According to Denison (1984, 1), “most authors agree that corporate culture refers to the set of values, beliefs, and behaviour patterns that form the core identity of an organisation”. Nelson and Quick (2008, 387) define organisational culture as a pattern of basic assumptions that are considered valid and that are taught to new members as the way to perceive, think and feel in the organisation.

While mainstream researchers in culture advocate a phenomenological approach to the study of culture, others have adopted a positivist approach and measured culture as a variable and compared it with ‘outcomes’ (Denison and Mishra 1995). A recent study discussing instruments for exploring organisational culture identified well over 100 dimensions and 70 instruments deployed in studying this concept, suggesting that the choice of approach or instrument is contingent on the purpose and context of study (Jung *et al.* 2009).

In spite of this diversity of approaches and instruments for exploring organisational culture, there is a wide agreement that culture leads to organisational effectiveness (Denison 1984; Sheridan 1992; Gordon and DiTomaso 1992; Denison and Mishra 1995; Fey and Denison 2003; Gillespie *et al.* 2008; Jung *et al.* 2009).

Some studies specifically related organisational culture to turnover or turnover intentions. MacIntosh and Doherty (2005) established that organisational culture was inversely associated with intentions of club staff to leave. Sheridan (1992) found that professionals hired in firms emphasising the interpersonal relationship cultural values were likely to stay longer than those hired in the firms emphasising the work task cultural values. Carmeli (2005) found that the organisational culture that provides challenging jobs reduce withdrawal intentions (intention to leave occupation, job and organisation). Other dimensions of culture were not significantly related to withdrawal intentions. Tham (2007) found that what she termed “human resource orientation with the organisation” had the strongest influence on intention to leave among social workers.

Based on the above findings, it was expected that organisational culture would be inversely associated with turnover intentions.

In this study, Denison Organisational Culture Survey (DOCS) was used to measure culture. Like many frameworks of culture, this model conceptualises culture as a multidimensional construct. According to Denison (1990), culture consists of four traits, namely involvement, consistency, adaptability, and mission (see Figure 1).

Point of Reference	External	<b>Adaptability</b>	<b>Mission</b>
	Internal	<b>Involvement</b>	<b>Consistency</b>
		Change and Flexibility	Stability and Direction

Figure 1. Denison's Cultural Traits

**SOURCE:** Adapted from Denison (1990, 15)

Denison and colleagues (Denison and Mishra 1995; Fey and Denison 2003; Gillespie *et al.* 2008) define these traits as outlined below.

*Involvement* refers to employee commitment, sense of ownership, involvement in decisions that affect them, and team orientation. *Consistency* focuses on a set of management principles, consensus regarding right and wrong ways to do things, and coordination and integration across the organisation. *Adaptability* is the extent to which the organisation has the capacity to deal with internal change in response to external market demands. A shared *mission* explains why the organisation exists, where it is headed, and provides sense of direction by identifying goals and course of action for the organisation.

Denison and Mishra (1995, 216) categorise involvement and adaptability as cultural traits related to organisation's capacity to change, while consistency and mission contribute to the organisation's capacity to remain stable and predictable over time. They argued that "the stability traits of mission and consistency are useful predictors of profitability, while the flexibility traits of involvement and adaptability are more potent predictors of growth" (*ibid.*, 221). Similar categorisation of cultural values is found in Gordon and DiTomaso (1992, 789), who combined cultural measurement scales into adaptability and stability.

It was therefore expected in this study that both the stability and flexibility measures of culture would be negatively associated with turnover intention.

*H<sub>2</sub>: Stability measure of culture is negatively related to turnover intentions.*

Specifically, it was also expected that individual stability cultural traits would be inversely related to turnover intention.

*H<sub>2A</sub>: Sense of mission is negatively related to turnover intention.*

*H<sub>2B</sub>: Consistency is negatively related to turnover intention.*

*H<sub>3</sub>: Flexibility or adaptability measure of culture is negatively related to turnover intentions.*

It was also expected that individual flexibility measures of culture would be inversely related to turnover intentions.

*H<sub>3A</sub>: Involvement is negatively related to turnover intentions.*

*H<sub>3B</sub>: Adaptability is negatively related to turnover intentions.*

Many recent studies on culture and turnover have tested whether cultural values influence turnover intentions directly, or whether the relationship is mediated by job satisfaction (e.g. Sheridan 1992; Egan, Yang, and Bartlet 2004; McIntosh and Doherty 2009). While the mediated model is supported, past studies have also shown that certain elements of organisational culture are more meaningful to intention to leave than others; and that while some impact directly on this behavioural intention, others impact indirectly (McIntosh and Doherty 2009). In this study, the unique contribution of culture on intention in addition to demographic factors and job satisfaction was tested.

*H<sub>4</sub>: Cultural traits provide a unique contribution over demographic factors and job satisfaction in the explanation of turnover intentions.*

### 3. METHODS

#### 3.1. Research Setting

The research setting was a local clay brick manufacturing company in Lesotho. The Company has been manufacturing and distributing clay brick products for the past 30 years and currently employs around 110 employees with varying skill levels ranging from a production assistant to a qualified engineer. The Company is situated at Thetsane Industrial Area in Maseru and manufactures various types of face, plaster and paving bricks for local and South African markets. The Government of Lesotho through the Lesotho National Development Corporation (LNDC) is the majority shareholder with 73.6% shares, while the Privatisation Unit holds 22.8% of the shares. The Privatisation Unit is an institution established by an Act of Parliament in 1995 with a mandate to implement the privatisation program of the Lesotho Government. The remaining share (3.6%) is held by Lesotho Energy Enterprise (Pty) Ltd.

A number of significant events have impacted negatively on the Company in the recent past. The most significant of these was the listing of the company for privatisation in 1997 according to the Privatisation Act of 1995 without a successful bidder. This precipitated a situation of low morale among employees as a result of job insecurity perpetuated by the eminent sale of the company and high staff turnover at senior management indicating instability and a turbulent work environment. Next was the loss

of the company's on-site clay quarry in the year 2000 to make way for the construction of a textile factory. The company was given insufficient time to find suitable alternatives, and as a result significant quality problems were experienced during the conversion to the new quarries, which also increased the mining costs considerably due to the increased distance to the new sites. The combination of all these adverse factors resulted in the employees adopting a culture of disengagement, lack of sense of purpose and high levels of voluntary work termination.

### **3.2. Research Design, Sample and Procedure**

The survey research design was adopted to collect the data for the current study. The employee survey was deemed appropriate because the aim of the study was to relate one variable to another. The targeted sample included all employees of the company, excluding the first author who is a Managing Director in the company. The questionnaires were distributed to 105 employees (excluding the first author and four employees who were not available at the time of the survey). Ninety-nine (99) questionnaires were returned, making the response rate 94 per cent. Of the respondent sample, 81% were males. The median age of employees was above 35 years of age, and they had served in a company for a median of 7- to - 9 years. The population was made up of staff from finance, manufacturing, human resources, quality assurance, and sales and marketing departments. Following a series of meetings between the first author and the employees of the various departments in which the rationale and the purpose of the study was explained, together with assurances of confidentiality and the voluntary nature of employee participation, employees were requested to collect the questionnaires from the human resources office and to return the completed questionnaires within 48 hours without revealing their identification via a sealed suggestion box situated at the human resources office. A tally of the number of questionnaires issued was kept and each questionnaire had a company stamp to ensure that questionnaires were not duplicated by employees.

### **3.3. Measures**

Unless otherwise indicated, all scale variables were measured on a 5 - point Likert-scale ranging from 1(strongly disagree) to 5(strongly agree).

#### ***Turnover Intentions***

This was a dependent variable, and it was measured with five items derived from the literature. The sample items included: "It is likely that I will look for another job within the next six months"; "As soon as I can find a better job, I will quit this organization"; "I often think about quitting my job"; "I often think about leaving my organization", and "I will probably look for a job outside this organisation within three years". The Cronbach's alpha (internal reliability) of the scale was 0.92.



### ***Organizational Culture***

Twelve (12) items selected from Denison's (1990) Organizational Culture Scale were used to measure cultural traits. The items were selected such that they each represent the three subscales under each of the four traits identified by the author (The items are reproduced in Appendix 1). The Cronbach's alpha for mission trait was 0.79, and that of consistency was 0.66. The Cronbach's alpha for *stability* trait (an index of six items from mission and consistency traits) was 0.80. Internal reliabilities for involvement trait (0.48) and adaptability trait (0.46) were too low and therefore these two traits were dropped. However, the Cronbach's alpha of *flexibility* trait (an index of six items from involvement and adaptability traits) was moderate at 0.64, and was included in the model.

### ***Job Satisfaction***

One global indicator of job satisfaction, "I consider my job rather unpleasant", was used to tap into job satisfaction level. The item was selected from the items developed by Brayfield and Rothe (1951, cited in Judge *et al.* 2003, 312). The item was reverse coded so that higher scores indicated higher levels of job satisfaction.

### ***Demographic Factors***

Three demographic factors were included in the model as control factors. Gender was coded '1' for males, and '2' for females. Age was coded '1' for those below 20 years of age; '2' for those who were 20 to 24 years of age; '3' for those who were 25 years up to 35 years of age, and '4' for those who were above 35 years of age. Tenure at the organization was coded '1' for those who worked for less than one year; '2' for those who worked for 1 to 3 years; '3' for those who worked for 4 to 6 years; '4' for those who worked for 7 to 9 years; '5' for those who worked for 10 to 12 years, and '6' for those who worked for more than 12 years.

## **4. RESULTS**

The means, standard deviations, and correlations of the study variables are shown in Table 1.

Table 1\_ Means (M), Standard Deviations (SD), and inter-correlations among study variables

Variable	<i>M</i>	<i>SD</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>5.1</i>	<i>5.2</i>	<i>6</i>	<i>7</i>
1. Gender	1.19	0.39	-								
2. Age	3.60	0.61	-0.17	-							
3. Tenure	4.06	1.92	-0.32**	0.64**	-						
4. Intent	3.22	1.44	0.05	-0.12	-0.22*	(0.92)					
5. Stability Trait	3.26	1.00	0.15	0.18	0.06	-0.34**	(0.80)				
Mission	3.48	1.18	0.21	0.11	-0.06	-0.28*	0.88**	(0.79)			
Consistency	3.03	1.10	0.03	0.21	0.18	-0.28*	0.86**	0.60**	(0.66)		
6. Flexibility trait	3.29	0.86	0.04	0.11	0.01	-0.23*	0.72**	0.57**	0.68**	(0.64)	
7. job satisfaction	3.08	1.55	0.11	-0.23*	-0.25*	-0.41**	0.21	0.16	0.21	0.24*	-

**Note:**

\* Correlation is significant at 0.05 level (2-tailed), \*\*Correlation is significant at 0.01 level (2-tailed)

Reliability coefficients, where relevant, are reported in parentheses.

On a scale ranging from 1 to 5, the mean figure of intentions to leave was above midpoint, indicating that most of the participants expressed intentions to leave the organisation ( $M=3.22$ ,  $SD=1.44$ ). Of the stability index traits ( $M=3.26$ ,  $SD=1.00$ ), the participants expressed higher sense of mission ( $M=3.48$ ,  $SD=1.18$ ) than consistency of management ( $M=3.03$ ,  $SD=1.10$ ). The above midpoint score of flexibility index trait ( $M=3.29$ ,  $SD=0.86$ ) suggests that on average participants perceived some involvement in decisions that affect them; and some organisation's capacity to deal with internal change in response to external market demands.

As hypothesised ( $H_1$ ), job satisfaction negatively and significantly correlated with turnover intentions ( $r=-0.41$ ,  $p\leq 0.01$ ). As could be also be expected, turnover intentions were negatively and significantly correlated with all cultural traits, namely stability index trait ( $r=-0.34$ ,  $p\leq 0.01$ ), mission cultural trait ( $r=-0.28$ ,  $p\leq 0.05$ ), consistency cultural trait ( $r=-0.28$ ,  $p\leq 0.05$ ), and flexibility index trait ( $r=-0.23$ ,  $p\leq 0.05$ ). Hypotheses-2 and its sub-parts ( $H_2$ ,  $H_{2A}$ ,  $H_{2B}$ ), and Hypothesis-3 ( $H_3$ ) were hence supported. While not hypothesised in this study, it is worth noting that turnover intentions also correlated negatively and significantly with employee tenure ( $r=-0.22$ ,  $p\leq 0.05$ ).

As each of the items used to measure cultural traits were drawn from 12 sub-scales in the Denison's Model, it was intriguing to establish the items that were responsible for the significant correlations observed. To do that, each of the items was individually correlated with turnover intentions. The results are shown below in Table 2.

While most items correlated somewhat negatively with turnover intentions, some did not do so at the confidence level of 95% or better. Within the mission cultural trait, only the item drawn from the 'vision' sub-scale correlated with turnover intentions significantly ( $r=-0.31$ ,  $p\leq 0.01$ ). The only item that correlated strongly with turnover intentions within the consistency cultural trait was drawn from the 'core values' sub-scale ( $r=-0.40$ ,  $p\leq 0.01$ ). Similar pattern was observed with regard to the involvement cultural trait where the only item drawn from 'capability development' sub-scale correlated significantly with turnover intentions ( $r=-0.36$ ,  $p\leq 0.01$ ). None of the items drawn from the adaptability cultural trait correlated with intentions at the confidence level of 95% or better, though 'creating change' ( $r=0.20$ ,  $p\geq 0.05$ ) and 'customer focus' ( $r=-0.19$ ,  $p\geq 0.05$ ) sub-scales marginally missed the required significance.

Table 2. Correlation of turnover intention with items of cultural traits

Cultural values	Turnover intention	
	R	P
Mission		
1. Our strategic direction is clear to me (Strategic Direction and intent)	-0.202	0.078
2. There is widespread agreement about goals (Goals and Objectives)	-0.176	0.129
3. We have a shared vision of what the organization will be in the future (Vision)	-0.313	0.006
Consistency		
1. The leaders and managers practice what they preach (Core values)	-0.404	0.000
2. There is a clear agreement about the right way and the wrong way of doing things (Agreement)	-0.055	0.634
3. It is easy to coordinate projects across different parts of the organization (Coordination and integration)	-0.192	0.094
Involvement		
1. Most employees are highly involved in their work (Empowerment)	-0.085	0.457
2. People work like they are part of a team (Team orientation)	-0.056	0.626
3. There is continuous investment in the skills of employees (Capability Development)	-0.358	0.01
Adaptability		
1. The way things are done is very flexible and easy to change (Creating change)	-0.198	0.085
2. Customer input directly influences our decisions (Customer focus)	-0.185	0.110
3. We view failure as an opportunity for learning and improvement (Organizational learning)	-0.011	0.923

To evaluate Hypothesis-4 (H<sub>4</sub>), hierarchical regression analysis was run. Demographic factors were entered in step 1, job satisfaction in step 2, and cultural traits in step 3. The results are shown in Table 3.

Table 3. Hierarchical multiple regression results for turnover intentions

	<b>Turnover intentions (β)</b>
Step 1	
Gender	-0.026
Age	-0.022
Tenure	-0.305*
R <sup>2</sup>	0.058
Step 2	
Job satisfaction	-0.487**
Δ R <sup>2</sup>	0.253
Step 3	
Stability cultural trait	-0.328*
Flexibility cultural trait	-0.166
Δ R <sup>2</sup>	0.052
Total R <sup>2</sup>	0.363

β= standardized regression weights for the final equation.\* p≤0.05, \*\* p≤0.01

Hypothesis-4 (H<sub>4</sub>) predicted that cultural traits would provide a unique contribution over demographic factors and job satisfaction in the explanation of turnover intentions. The unique variance contributed by cultural traits (5.2%) was only marginally significant (F change, 2.66, p=0.07). However, while flexibility cultural trait lost significance in the regression equation after the inclusion of control variables and job satisfaction (β=-0.17, p≥0.05), the stability cultural trait remained strongly related to turnover intentions (β=-0.33, p≤0.05). Overall, the model explained 36.3% of the variance in turnover intentions. This suggests that culture has some influence on turnover intentions, and should not be ignored in turnover intentions studies. Specifically, the results also suggest that the Denison Organisational Culture Survey (DOCS) can be a reliable and valid measure of organisational culture in Lesotho.

#### 4. DISCUSSION

Previous research ignored the macro perspective in understanding employee turnover in organizations. The other problem, according to Vandenberghe (1999, 183), is that “organisational culture measures are rarely used outside the national context where they are developed, and therefore their generalisability to other nations is often questionable”. These latter concerns are also expressed by Fey and Denison (2003) in their study of organisational culture and effectiveness in Russia. The current study is an initial attempt to extend the generalisability of the impact of culture on turnover intentions of employees of a company in Lesotho.

Several key findings emerged from the study. As well, the study lends support to the consistent finding that job satisfaction is the strongest determinant of turnover intentions (Griffeth, Hom, and Gaertner 2000;

Egan, Yang, and Bartlet 2004; Tham 2007; MacIntosh and Doherty 2009). The association between the two variables remained strong in both the correlation and regression analyses.

As hypothesised, both stability and flexibility cultural traits correlated negatively with turnover intentions. Even though a variety of scales were used in the past, this study is in accord with the findings of Egan, Yang, and Bartlet (2004), Carmeli (2005), Tham (2007), and MacIntosh and Doherty (2009).

While the variance contributed by cultural traits over demographic and job satisfaction was only marginal, and the flexibility cultural trait lost influence in the regression analysis, the influence of stability trait remained strong in both correlation and regression analyses. Even though this study did not test the mediating role of job satisfaction, the fact that one cultural trait lost influence in the regression analysis supports the contention of both Egan, Yang, and Bartlet (2004) and MacIntosh and Doherty (2009) that the elements of organisational culture may impact turnover intention (behavioural intention) both directly and indirectly.

### **Limitations and Prospects for Future Research**

Even though the findings of this study confirmed our hypotheses and have some practical and theoretical implications, some limitations have to be considered when interpreting them.

First, the cross-sectional and correlational approach adopted precludes causal inferences. For instance, as assumed in this study, it is possible that cultural traits, e.g. lack of mission or involvement, have some impact on turnover intentions. This however would not preclude the possibility that people who have consciously formed the decision to leave would perceive lack of mission or involvement, and vice versa. Although our assumption that cultural traits impact on turnover intentions was based on current thinking in turnover intentions studies, longitudinal studies are required to draw inferences that culture impacts on turnover intentions.

Second, the data used in this study was collected from one source (self-reported) at one particular point in time. This approach lends itself to common method bias. While measurement of perceptions and attitudes can meaningfully be explored through self-report data, future studies can reduce the possibility of common method bias by collecting data from employees at different points in time.

Third, the study was based on employees of one company in manufacturing industry. As could be expected, men dominated the sample. While using one company excludes the influence of various differences (e.g. size of organisation or type of industry), it also limits the generalisability of the findings. Future studies can try to replicate these findings in various industries in Lesotho.

## **5. SUMMARY, CONCLUSION AND RECOMMENDATIONS**

Based on the survey of employees in a clay brick manufacturing company in Lesotho, the study reported here examined the impact of job satisfaction and cultural traits on turnover intentions. Consistent with previous studies, job satisfaction was the strongest predictor of turnover intentions. Though the variance contributed by cultural traits (stability and flexibility) over demographic factors and job satisfaction was only marginally significant, and the impact of flexibility cultural trait became insignificant in the regression analysis, the influence of stability cultural trait remained strong in both correlation and regression analyses.

As this study confirms, the consistent finding that job satisfaction or job dissatisfaction is the decisive correlate of turnover intention holds true in Lesotho. The managers who would like to reduce employee turnover would still be advised to improve job satisfaction of their employees. To do so, managers can enrich employee jobs such that they (jobs) require a variety of skills, and provide potential for growth, achievement and responsibility. When employees are empowered to make decisions that affect their jobs, they take pride in their jobs and hence reduce their decision to leave. While this is hardly a new advice, this study also suggests that macro elements of work environment, such as organisational culture, cannot be ignored. Managers who would like to cut on turnover can further improve the employee perception of organisational culture, especially elements relating to organisational direction (vision and mission), and the consistency with which espoused values are implemented by management. Managers are not only advised to draw up some clear, succinct and inspiring mission statements, but also practice what they teach to reduce employee intentions to leave.

It is believed that with other retention plans, these practical steps can help reduce employee turnover intentions and ultimately actual turnover in organisations.

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## **Appendix 1. Selected items from Denison's (1990) Organisational Culture Scale**

In this organization...:

### **Involvement**

4. Most employees are highly involved in their work.

5. People work like they are part of a team.
6. There is continuous investment in the skills of employees.

**Mission**

4. 'Our strategic direction is clear to me'.
5. There is widespread agreement about goals.
6. 'We have a shared vision of what the organization will be in the future'.

**Consistency**

4. The leaders and managers practice what they preach.
5. There is a clear agreement about the right way and the wrong way of doing things.
6. It is easy to coordinate projects across different parts of the organization.

**Adaptability**

4. The way things are done is very flexible and easy to change.
5. Customer input directly influences our decisions.
6. 'We view failure as an opportunity for learning and improvement'.

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