

The Effects of Organizational Culture on Employee Turnover

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The concept of organizational culture has become a topic of significant interest to human resource development researchers and practitioners over the last few decades. Organizations have realized that culture may hold immense sway over employee engagement, profitability, and ultimate success in an increasingly global world that is competing for the best talent. This realization has led researchers to focus on the concepts of culture and how it impacts organizations at a more local level. Much of the original research on culture was conducted by Geert Hofstede in the 1970s, and his groundbreaking research was published in *Culture's Consequences* in 1980. Hofstede (1980) identified four areas of national culture (power distance, individuality, uncertainty avoidance, and masculinity), which was present in all cultures globally to varying degrees. Two additional dimensions, short-term versus long-term orientation and indulgence versus restraint, were later added as the final dimensions of national culture (Hofstede et al., 2010). These concepts of national culture were meant to be used in analyzing overall cultures and not individual subsets of a broader cultural group. But as people started to study cultures at the organizational level, they began to understand that the fundamental cultural norms of the larger society would generally prevail within an organization as its members would come into the organization with these values and norms already deeply engrained (Hofstede et al., 2010).

As researchers began to look deeper into the cultural norms within organizations, it became apparent that there are also cultural norms that

Employee turnover is a common problem for many organizations. There have been a multitude of studies that explore turnover and an employee's intent to leave. A review of the relevant literature was conducted with specific focus on employee retention and the role that organizational culture plays on these factors. This review identified 51 resources with relevant information and utilizes the information from both empirical and conceptual studies to evaluate the subject of employee turnover and its relation to organizational culture.

persist at a local level that become pervasive and difficult to change as norms are established and propagated over time (Hofstede et al., 2010). Thus, it is important for organizations to have a clear understanding of organizational culture and how it impacts other areas and concerns of the organization such as employee retention. This study sought to bridge the gap between the concept of organizational culture and employee turnover intent. Through review of the literature, organizational culture can be shown to be connected to job satisfaction (Azanza et al., 2013; Cahalane & Sites, 2008; Huntington et al., 2011; Spath et al., 2013), values incongruence (Bao et al., 2012), and leadership (Coetzee & Pauw, 2013; Huntington et al., 2011; Krogstad et al., 2006). These areas are all key to identifying an employee's turnover intentions and understanding the impact that these areas of concern have on the organizations overall culture.

When an employee leaves an organization, there are a multitude of effects that occur within that organization. Employee turnover is costly, not only in the form of increased costs to hire and train a replacement, but also in the knowledge that is lost with the exiting employee and the additional workload and stress put on the remaining employees (Brown et al., 2004; De Moura et al., 2009; Galletta et al., 2011). This study will detail out potential causes of employee turnover including overall organizational culture (Gavartina et al., 2013; Hinno et al., 2011; Vigoda-Gadot & Talmud, 2010; Weaver Moore et al., 2013), job satisfaction (Chen, 2008; Daly & Dee, 2006; Galletta et al., 2011; Strolin-Goltzman et al., 2009), values incongruence (Bao et al., 2012; Yao & Wang, 2008), and finally leadership (Galletta et al., 2011; Shacklock & Brunetto, 2011; Yang, 2012). Through review of the literature, these factors can all be tied to employee turnover decisions.

This study presents new insight into the Human Resources Development field by examining existing literature regarding organizational culture and leadership, job satisfaction, and employee turnover while providing a new perspective on the connections between those variables. Looking at the topics themselves across different industries allows for an in-depth analysis of the literature discussing those topics as seen from multiple perspectives within the organizational function. This review holds significance for the Human Resources Development community as a synthesized study combining and evaluating multiple works to provide a new clear insight into the problem of employee turnover as it relates to organizational culture, job satisfaction, values, and leadership. Likewise, the review holds great significance for the organizational developer in showing the practical applications of organizational culture in effecting job satisfaction and ultimately employee turnover.

Method

The articles utilized in this study were obtained through the EBSCOhost, academic search complete database. An initial search was conducted utilizing search terms: organizational culture and employee

retention. Both search terms were set to search all text within the articles. The search utilized “full text” and “scholarly (peer reviewed) journals” as limiters and “find all my search terms” as a search mode. This initial search returned 4,446 articles with the listed search terms. This list was then narrowed further using the following Thesaurus terms: personnel management, organizational commitment, employees, labor turnover, corporate culture, employee attitudes, employee retention, work environment, and job satisfaction. This resulted in a list of 195 articles that contained the relevant search terms. Date of publication was not considered for the purposes of this review and all results must have been published in English. From there, the title and abstract was reviewed for each article for relevance. This resulted in 87 articles being initially determined to be potentially relevant. Each of these 87 articles were reviewed in their entirety and an additional 37 articles were found to not be relevant to the study and were excluded. Articles that were considered to be relevant contained information on relevant topics including: organizational culture, employee turnover and retention, organizational support, leadership and supervision, job satisfaction, organizational commitment, intent to leave, person–organization fit, well-being/burnout, personal characteristics, and values/diversity. This resulted in a total of 47 articles that were deemed relevant to this study.

Additionally, through the review of the literature, there were three additional works that were added to the study as being relevant. The works were authored by Geert Hofstede and include an article published in the *Journal of Management Studies* entitled “Identifying Organizational Subcultures: An Empirical Approach”. The second was a book authored by Hofstede that detailed his original study into culture in 1980 entitled *Cultures Consequences*. Finally, a collaborative book by Hofstede et al. (2010), *Cultures and Organizations: Software of the Mind* was also included. As a significant contributor to the field of study involving culture, it is important to have his work represented in the field of literature in this study as it lays the framework for the evaluation of culture within an organization. With the addition of these three resources, this study relied on 51 individual sources to complete the analysis. The resource identification method for this study is detailed in Figure 1.

Literature Review

The field of human resources development has significant interests in establishing the root causes of employee turnover within organizations. There have been many different causes identified in various studies, and this review of relevant literature seeks to provide additional clarity to the persistent issue of employee turnover in organizations. The following sections will identify what constitutes employee turnover (Brown et al., 2004; Cahalane & Sites, 2008; Coetzee & Pauw, 2013;

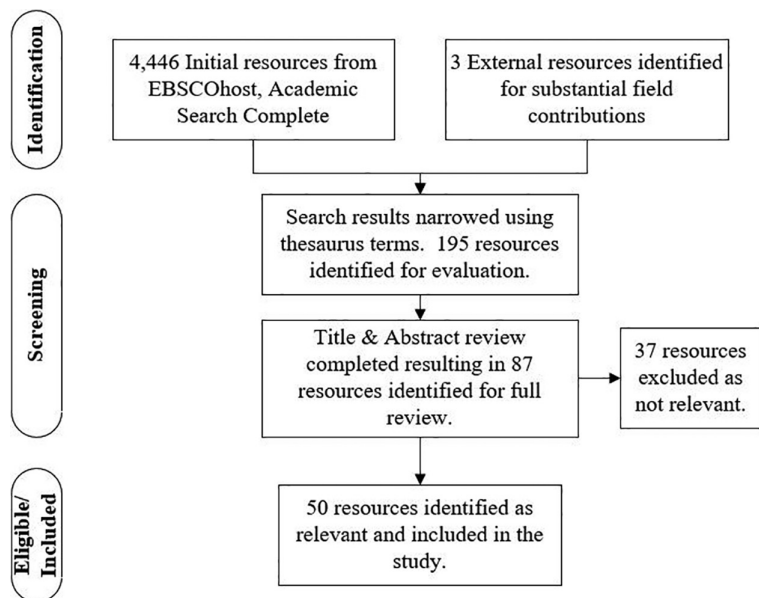


FIGURE 1. RESOURCE IDENTIFICATION METHOD

Halfer & Graf, 2006; Mogotsi et al., 2011) and then identify trends in the literature, which play a role in an employee's turnover intent. Specific areas evaluated are organizational culture (Anseel & Lievens, 2007; Cahalane & Sites, 2008; Huntington et al., 2011; Wolfson et al., 2011), job satisfaction (Brown et al., 2004; Brown & Sargeant, 2007; Cahalane & Sites, 2008; Swarnalatha & Sureshkrishna, 2013; Vigoda-Gadot & Talmud, 2010), values incongruences (Bao et al., 2012; Yao & Wang, 2008), and leadership (Galletta et al., 2011; Shacklock & Brunetto, 2011; Yang, 2012).

It should also be noted that there has been a large amount of research performed on these topics within the healthcare community (Bao et al., 2012; Galletta et al., 2011; Gardner & Walton, 2011; Shacklock & Brunetto, 2011). Due to the increasing problem of healthcare worker shortages, the medical community has conducted numerous studies to develop ways to better retain valuable healthcare workers (Bao et al., 2012; Galletta et al., 2011; Gardner & Walton, 2011; Shacklock & Brunetto, 2011). Their contributions to the field of study have given solid ground for additional research not only in the medical fields but also for businesses in general. As a result of their contributions, a large number of healthcare workforce-related literature was included in this study.

Employee Turnover

With regard to their workforce, the ultimate goal of many organizations is to reduce or eliminate unnecessary turnover (McCole et al., 2012).

Employee retention programs have become an important focus of human resource management departments in many organizations (Hillman & Foster, 2011; McCole et al., 2012). Addressing the issues that cause employee turnover is no easy task and requires an organization to take a strong look at their culture and operations (Coetzee & Pauw, 2013; De Moura et al., 2009). "Organizational investment in selection, training, and promotion is mostly wasted if valued workers leave and turnover is something most organizations seek to avoid" (De Moura et al., 2009, p. 540). For high growth organizations, retaining employees is a top concern and is a significant challenge (Coetzee & Pauw, 2013).

Turnover can be described as employees who have left the company or have an intent to leave in the near future (Daly & Dee, 2006; De Moura et al., 2009; Spath et al., 2013). Similarly, employee retention efforts are actions by the employer to retain employees and keep them from leaving the organization (Coetzee & Pauw, 2013). Some of the reasons that have been identified to reduce turnover are increased workloads (Cahalane & Sites, 2008), loss of knowledge and abilities, loss of history, and decreased performance and innovation (Coetzee & Pauw, 2013). "Employee turnover is not an event but rather a process of disengagement that can take days, weeks, months or even years to manifest" (Coetzee & Pauw, 2013, p. 178). One key factor in an organization's ability to remain competitive is its ability to retain high-performing employees and prevent them from moving to competing organizations (Coetzee & Pauw, 2013). Additionally, it has been shown that there are significant costs associated with turnover within an organization (Brown et al., 2004; Hillman & Foster, 2011; Petty et al., 2005).

Turnover costs associated with recruiting, selection, and training can lead to substantial costs for an organization (Hillman & Foster, 2011; Petty et al., 2005). In the field of nursing, studies have shown that turnover rates for new nurses can be as high as 30–50% within the first year (Hillman & Foster, 2011). Costs associated with the turnover in nursing staff has been estimated to range from \$82,000 (Gardner & Walton, 2011) to upwards of \$145,000 (Hillman & Foster, 2011) depending on the skill level of the nurse (Gardner & Walton, 2011). While these studies deal solely within the medical field, similarly the cost of employee turnover is a concern for organizations in every industry (De Moura et al., 2009; Petty et al., 2005).

One of the most successful predictors of employee turnover is their intent to leave the organization, or turnover intent (Daly & Dee, 2006; De Moura et al., 2009; Wolfson et al., 2011). A number of studies have addressed an employee's intent to leave the organization and have found several factors such as organizational culture and climate (Spath et al., 2013), work environment (Hinno et al., 2011), relationship with supervisor (Shacklock & Brunetto, 2011), values (Wolfson et al., 2011), age, stress, and exclusion from decision making (Spath et al., 2013) as reasons for an increase in an employee's turnover intent. The most common factor associated with turnover intent is employee job satisfaction and

several studies have shown that job satisfaction is a significant factor in an employee's turnover intent (Daly & Dee, 2006; De Moura et al., 2009; Spath et al., 2013). It can be noted that stress and exclusion from decision making can both be attributed to organizational culture and therefore are not discussed separately in this analysis. Likewise, age is a factor that is not controllable by an organization and will not be included in the analysis.

Organizational Culture

Organizational culture plays a strong role throughout a business, and it is often linked to failure of change initiatives within a company (Linnenluecke & Griffiths, 2010). As Hofstede (1980) noted: "Organization subcultures, once established, are hard to change; just like national cultures, they tend to be very stable. They find their origin usually in the personalities and beliefs of the organization's founders and the history of its formation" (pp. 273–274). Culture is a factor in nearly every portion of a person's life. Hofstede et al. (2010) described culture as a part of a person's mental programming:

The sources of one's mental programs lie within the social environments in which one grew up and collected one's life experiences. The programing starts within the family; it continues within the neighborhood, at school in youth groups, at the workplace, and in the living community. (p. 5)

They describe culture in general as an "unwritten book with rules of the social game that is passed on to newcomers by its members, nesting itself in their minds" (Hofstede et al., 2010, p. 26). The study of culture in societies and in organizations has been well documented for many decades and continues to be the focus of many organizations as they seek to make changes to increase market share, improve performance, or retain employees.

There is always a culture or set of norms and values that is present even in the most successful or least successful organizations.

Cultures within organizations are as constant as cultures within a society. There is always a culture or set of norms and values that is present even in the most successful or least successful organizations. Hofstede (1980) noted:

In general, we find that outstandingly successful organizations usually have strong and unique subcultures; the successes themselves contribute to the company mythology which reinforces the subculture. Unsuccessful organizations have weak, indifferent subcultures or old subcultures that became sclerosed and can actually prevent the organization's adaptation to changed circumstances. (p. 274)

Organizational culture is not just simply a phenomenon that exists and is static at all levels. Management and leadership in a company will

generally bring with them the culture and norms of their national culture, which introduces those cultural norms into the organizational culture (Hofstede, 1980). The cultural norms and values of the organization filter down into the individual working-unit environment, which then establishes its own cultural norms based on those values and the influences of supervisors and peers (Hofstede et al., 2010). Each level of subculture must exist within the larger culture and thus feeds off of the norms and values of the larger cultures of the organization and overall national culture. This effect is illustrated in Figure 2.

These subcultures are also not static, and good subcultures within an organization as well as bad subcultures can shift and spread within the organization. For instance, individual work units have a culture of their own that can transfer to new units if the group of peers and supervisors are transferred together, where if you transfer the individual to a new unit the culture will likely not transfer with that employee (Hofstede et al., 2010). “Although culture is a ‘soft’ characteristic, changing it calls for hard measures” (Hofstede et al., 2010). This illustrates the need for organizations to gain a tight control on ensuring their cultures provide a positive and satisfying experience for their employees to ensure retention.

Other researchers have described an organization’s culture as the way it operates, its norms, and values (Cahalane & Sites, 2008; De Moura et al., 2009; Hillman & Foster, 2011; Spath et al., 2013). Culture can also be described by how a person feels while working there or how their values coincide with that of the organizations (Tillott et al., 2013). The culture of an organization is an important part of its identity and existence. One of the most important outcomes from an organization’s culture is its ability to attract and retain quality employees (McCole et al., 2012). Several studies have shown that there are significant links between an



FIGURE 2. COMPOSITION OF ORGANIZATIONAL CULTURE

organization's culture, the employee's intent to leave, and job satisfaction (Cahalane & Sites, 2008; Spath et al., 2013; Yang, 2012).

A review of the existing literature found that there have been numerous studies both empirical and conceptual involving organizational culture. These studies often overlap other areas of interest in employee turnover such as job satisfaction and values. Many of the studies regarding organizational culture contend that it plays a direct role in job satisfaction (Azanza et al., 2013; Cahalane & Sites, 2008; Huntington et al., 2011; Spath et al., 2013). Accordingly, the culture of an organization has shown to have a strong influence on how an employee feels about their job (Cahalane & Sites, 2008).

Culture within an organization is a mixture of overall thinking (Hofstede, 1980), the values that the organization holds in general (Spath et al., 2013), and the amount of support given to the employee by the organization and their peers (Cahalane & Sites, 2008). Culture is often thought of at an organizational level, but the environment in which an employee works and the people that they work with are also important parts of the overall organizational culture and have direct impacts on job satisfaction and turnover (Gavartina et al., 2013; Hinno et al., 2011; Vigoda-Gadot & Talmud, 2010; Weaver Moore et al., 2013).

Organizations have recognized that maintaining a positive organizational culture is key to not only increasing productivity but also keeping happy, engaged employees. "The most powerful tool for an organization...is to understand the way to satisfy the employees" (Swarnalatha & Sureshkrishna, 2013, p. 660). "The power of the workplace culture to cause unwarranted stress...cannot be underestimated" (Huntington et al., 2011, p. 1419). Ensuring that the workforce within an organization is satisfied in their jobs should be a top priority of management as it is a key to the overall success of the organization (Swarnalatha & Sureshkrishna, 2013). Many organizations may have identified culture as an important contributor to employee turnover, but have found that changing the organizational culture is no easy task. Similar to national cultures, organizational cultures are very stable and are hard to change (Hofstede, 1980). The culture within an organization is prevailing and is often continued in ways that are not immediately recognized. Hofstede et al. (2010) noted "Human resources departments that preselect the people to be hired play an important role in maintaining an organization's values (for better or worse), a role of which HR managers—and their colleagues in other functions—are not always conscious" (p. 349). This and other processes and practices within an organization can make cultural shifts difficult to achieve, but signify the importance of having a true understanding of the true culture within an organization.

Finally, organizational culture should not be confused with organizational climate. Although both topics deal with similar issues within the organization, there are some distinct differences. The culture of an organization deals with broad ideas and overall values and beliefs held by the organization and the employees (Elicker et al., 2008). Organizational

climate, on the other hand, deals with a focused area within the organization (Elicker et al., 2008) such as the nature of the relationships an employee has within their work environment that effects their ability to do their job (Duggan, 2008). “Climate researchers tend to narrow their focus to a specific facet of organizational experience—known as a climate-for approach” (Elicker et al., 2008, p. 430). The research into climate within an organization tends to be very narrow in focus and will generally only address certain values and processes of an organizations culture, primarily focusing on policies and procedures (Elicker et al., 2008; Patterson et al., 2004). If studying one specific factor of organizational culture, researching the organizational climate would be appropriate. This study, on the other hand, focuses on the overall areas of concern within an organization that negatively or positively affect job satisfaction and employee turnover.

Job Satisfaction

Job satisfaction can be described as how a member of an organization feels toward their particular job and the difference between expected and actual outcomes (Daly & Dee, 2006). The effects of job satisfaction reach much further than an employee liking their job. Studies have shown that correlations exist between job satisfaction and lateness, health, well-being, and life satisfaction (Mogotsi et al., 2011). An employee's feelings are merely a part of who they are, thus job satisfaction is not directly observable, but it has been identified as being crucial to employee retention (Peters et al., 2010). How a worker feels and perceives their work environment directly affect their organizational behaviors (Gyekye & Salminen, 2009). Identifying the areas of concern with regard to job satisfaction is key to understanding its impact. Studies have shown that socialization (Saeed et al., 2012), diversity culture (Finder et al., 2007), organizational value congruence (Brown et al., 2004), politics, co-worker trust and support (Vigoda-Gadot & Talmud, 2010), opportunities for growth and advancement (Cahalane & Sites, 2008), working conditions, recognition, income, flexibility, and stress (Gavartina et al., 2013) all have impacts on an employee's job satisfaction.

The literature shows that a common theme among studies involving job satisfaction is organizational support. Organizations with a supportive environment are more likely to have a positive impact on job satisfaction (Ngha et al., 2010). The felling of a lack of inclusion in an organization negatively affects an employee's perception and ultimately results in poor job satisfaction and turnover (Mor Barak & Levin, 2002). Organizations that put a high value on diversity and inclusion will often have employees who feel valued, have stronger loyalty to the company, and have better working relationships with co-workers (Wolfson et al., 2011).

Finally, it should be noted that studies have shown there to be a link between job satisfaction and productivity or performance (Patterson et al., 2004; Strolin-Goltzman et al., 2009). The ability of an organization or the leadership within an organization to promote positive work initiatives has been shown to have strong ties to job satisfaction of

the employees (Swarnalatha & Sureshkrishna, 2013). Swarnalatha and Sureshkrishna (2013) wrote: "The key to long-term success has been and will continue to be, how organizations manager their employees, because creating meaningful work and otherwise keeping employees happy is central to fostering organizational effectiveness" (p. 660). As organizations seek to increase productivity and performance, it will help if they have an understanding of job satisfaction and its effect on the workforce (Patterson et al., 2004). "Organizations that treat their employees well will promote among employees a strong motivation to repay the organization by following the rules and displaying more organizational citizenship behavior OCB" (Yao & Wang, 2008, p. 251).

Values Incongruence

When an employee feels that their values are being compromised by remaining with an organization or their values do not fit with an organization's values a value incongruence exists. Values are an attribute of individuals and organizations alike (Hofstede, 1980). Values are not simply ideas but are much more complex and have both intensity and direction (Hofstede, 1980). "If we 'hold' a value, this means that the issue involved has a certain relevance for us (intensity) and that we identify certain outcomes as 'good' and others as 'bad' (direction)" (Hofstede, 1980, p. 19). As such values present themselves as good or bad and at varying levels of intensity depending on the subject. These values or feelings hold significant weight for people and they are carried with them into an organization.

Ethical, economical, and emotional values that do not align with those of an organization's have been shown to be correlated with burn-out and employee turnover intentions (Bao et al., 2012). Cultural factors come into play with regard to how values are interpreted and introduced into the organization. Employees enter the organization with their values already established (Hofstede et al., 2010), and many of these values come from overarching national cultural influences. For instance, East Asian cultures have stronger collectivist tendencies that show higher levels of value internalization that promote stronger organizational commitment (Yao & Wang, 2008). This is in contrast with organizational members who come from more individualistic societies that tend to stress their independence from the organization (Hofstede et al., 2010). Understanding the difference in culture can often explain why value incongruencies exist and can assist an organization to begin to mitigate those effects within the organization itself.

Another widely used way of determining value congruence is to look at person-organization (P-O) fit. In fact, P-O fit is often used interchangeably with value congruence (Ng & Sarris, 2009). P-O fit is often cited as a reason for poor job satisfaction and turnover within an organization (Liu et al., 2010). Employees who do not "fit" in the organization are more likely to feel ostracized, have poor job satisfaction, and ultimately leave the organization (Ng & Sarris, 2009). Using P-O fit has

become a common method for selecting new employees as research has suggested that organizations hire individuals who are qualified and share the organization's values (McCulloch & Turban, 2007). It has been shown that having common values is important to fitting within an organization (Ng & Sarris, 2009). Value congruence has been shown to "lead to job satisfaction, organizational commitment, interpersonal trust, and better performance" (Bao et al., 2012, p. 632). It should be noted that P-O fit may produce a better value fit for the individual, but if there are organizational culture challenges that are persisting within an organization, as discussed earlier, this may continue to solidify and spread negative organizational culture traits that the organization is trying to resolve.

Bao et al. (2012) established that organizations who want to achieve a better fit between the individual and the organization can recruit people with similar personal values as the organization, promote desired values by giving rewards, and create an organizational culture where value audits can be conducted and organizational re-engineering pursued. Organizations that are willing to evaluate their values system and strive to achieve a more balanced values' congruence with their workforce are more likely to achieve higher productivity, employee job satisfaction, and ultimately reduce employee turnover (Yao & Wang, 2008).

Leadership

There are a multitude of working parts that make up an organization and its culture. Leadership is merely one part of the equation, but it has received a great deal of research into its effect on the organization and the employee (Coetzee & Pauw, 2013; Gurt et al., 2011; Krogstad et al., 2006; Rafferty & Griffin, 2006; Yang, 2012). Several studies that show that management or the leadership within an organization play a direct role in an employee's job satisfaction and overall intent to leave (Gardner & Walton, 2011; Munir et al., 2012; Rafferty & Griffin, 2006). This would support the claim that employee's do not leave a job, they leave their supervisor.

The supervisor(s) have a great deal of influence on the overall culture of the company (Coetzee & Pauw, 2013; Huntington et al., 2011; Krogstad et al., 2006). Supervisors that are generally more supportive promote a culture where an employee gains greater satisfaction from their work (Ngha et al., 2010). Managers need to create a culture that supports attracting, developing, and retaining staff (Coetzee & Pauw, 2013). Supportive, transformative, and developmental leadership styles have all shown to influence employee job satisfaction (Munir et al., 2012; Rafferty & Griffin, 2006; Spence Laschinger et al., 2014). Ultimately, it has been shown that the leader does play a role in the job satisfaction of their employees (Gardner & Walton, 2011; Munir et al., 2012; Rafferty & Griffin, 2006).

One of the issues that plagues leaders is the perception that they do not treat everyone equally. Leader-member exchange theory argues that supervisors treat subordinates differently and as a result the relationship

between leader and subordinate differs between individuals (Shacklock & Brunetto, 2011). This perception of members of an organization can cause significant friction between leaders and subordinates as well as peers. Some styles of leadership within an organization can play a more positive role in improving job satisfaction and employee retention. For instance, resonant leadership styles such as visionary, coaching, affiliative, and democratic approaches to leadership, on the other hand, have been shown to promote better job satisfaction, organizational commitment, and employee retention (Spence Laschinger et al., 2014).

It is important for an organization to ensure that their managers and supervisors are acting to create a supportive corporate culture (Rafferty & Griffin, 2006). Organizational support, often viewed as support from a manager or supervisor, has been shown to be directly linked to employee job satisfaction (Gyekye & Salminen, 2009; Ng & Sarris, 2009). "Leaders in organizations have a responsibility to ensure that the workplace is safe, conducive to positive relationships and free from negative behavior such as bullying" (Huntington et al., 2011). The literature shows that supportive and positive leaders have a significant impact on the overall turnover intentions among the workforce, and the leader can play an important role in maintaining a happy, productive, and engaged workforce (Gyekye & Salminen, 2009; Munir et al., 2012; Ng & Sarris, 2009; Ngah et al., 2010; Rafferty & Griffin, 2006; Spence Laschinger et al., 2014).

Discussion

A review of the relevant literature has provided substantial insight into the concepts of organizational culture and employee turnover. Each of the topics reviewed in the literature have distinct relationships and the review of the literature allows us to gain a better understanding of the role that an organization's culture plays in the overall ability of an organization to retain employees. Organizational culture touches all aspects of the organization. The culture within an organization has shown to have a direct impact on the job satisfaction of the employees (Anseel & Lievens, 2007; Gavartina et al., 2013) as well as their turnover intentions (Gavartina et al., 2013; Hinno et al., 2011; Vigoda-Gadot & Talmud, 2010; Weaver Moore et al., 2013). Employees who feel that their organization is supportive, matches their values, has positive working conditions, feel empowered, and provides opportunities for advancement among other factors are more likely to feel satisfied in their employment with the organization (Brown et al., 2004; Cahalane & Sites, 2008; Finder et al., 2007; Gavartina et al., 2013; Swarnalatha & Sureshkrishna, 2013). Organizations that have satisfied employees are more likely to have greater customer satisfaction and increased market share and profit (Swarnalatha & Sureshkrishna, 2013). It would stand to reason that organizations would benefit from a supportive organizational culture, with happier employees and better profits.

Organizations have recognized the need to incorporate retention programs into their processes. The costs associated with turnover have the potential to put a significant strain on any organization. Understanding the culture within an organization and the impacts that it has on the overall ability of an organization to retain employees should be further researched taking into account the role of the organization at developing and monitoring supervisory leadership. The overall goal of any organization should be to maintain a positive work environment and retain key staff in order to maintain competitive advantage in the industry in which they operate (Swarnalatha & Sureshkrishna, 2013). Findings from a study conducted on retention of nursing staff showed that cultural changes in a retention program showed a dramatic impact to turnover within the organization (Hillman & Foster, 2011). Similar to the linkages between culture and job satisfaction, a supportive culture where employees feel comfortable and important are key to retention efforts (Anseel & Lievens, 2007).

The effects of job satisfaction on organizational culture, while less predominate in the literature, have been documented. Decision making, improving working conditions, teamwork, and reducing stress are all factors of promoting job satisfaction that affect changes within the organizational culture (Gavartina et al., 2013). This concept manifests itself in how the organization operates. Job satisfaction affects organizational culture in that the satisfaction of members of the organization impact the organization's decisions and teamwork (Gavartina et al., 2013). Conversely, job satisfaction has been shown in multiple studies to be key in reducing turnover or turnover intent (De Moura et al., 2009). A positive relationship has been established between job satisfaction and intent to stay with an organization (Daly & Dee, 2006), while a negative relationship between job satisfaction and turnover has been established (Halfer & Graf, 2006; Hellman, 1997; Mogotsi et al., 2011). While job satisfaction is high, turnover will be low and vice versa (Halfer & Graf, 2006). This is an important concept for organizations to understand. Not only is job satisfaction important for decreasing turnover, but it is also positively associated with increased production as well as decreased stress and absenteeism (Swarnalatha & Sureshkrishna, 2013).

Although the effects of job satisfaction and organizational culture on turnover have been clearly documented, it should also be noted that turnover has a direct effect on those as well. High turnover leads to increased workloads, poorer service, burnout, and ultimately more turnover (Cahalane & Sites, 2008). This cycle can prevent a positive organizational culture from taking hold as job satisfaction also effects the organizational culture (Gavartina et al., 2013). The effects of turnover on an organization, from costs of replacement and training, to morale and customer service have been documented and organizations recognize that decreasing turnover should be a top priority for Human Resources Development professionals.

Finally, while there has been literature that has shown a link between supervisors and turnover (Yang, 2012), the literature for organizational cultural impacts on leaders who create the turnover is scarce at best. Although

there is evidence to suggest that employees do leave their supervisors (Munir et al., 2012; Rafferty & Griffin, 2006; Spence Laschinger et al., 2014), there is a deficiency in the literature with regard to the effects that the organizational culture has on the supervisor. This deficiency creates a need for studies involving organizations with high turnover where the leadership is the primary cause. The question of whether an organizational culture accepting of poor leadership results in turnover has yet to be answered. There is an opportunity for additional studies in this area to address this deficiency.

Conclusion

Ensuring that an organization has a satisfied, engaged, and productive workforce is a concern that extends to all organizations world-wide.

The problems associated with employee turnover are not contained solely within one industry or organization. Ensuring that an organization has a satisfied, engaged, and productive workforce is a concern that extends to all organizations worldwide. This study focused on the impacts that organizational culture and components of that culture such as the values, leadership, and the overall job satisfaction of the employees. Although these concepts are often associated with human resources and business studies, they impact all organizations from volunteer charities to multinational corporations. Understanding the connections of organizational culture and employee turnover is important for human resources development professionals and social scientists to study employee turnover and retention methods. This study evaluated the existing literature to provide further clarity to the connections between organizational cultures and employee turnover.

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