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Organizational work culture and employee turnover amongst selected hotels in Kampala, Uganda

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Abstract

The paper examines the relationship between organizational culture and employee turnover amongst selected hotels in Kampala, Uganda. Researchers purposively selected three hotels, namely; Serena hotel, Hotel Africana and Dolphin suites whose total population was 730 and targeted sample size of 414 employees. A quantitative approach was employed to collect data using a cross-sectional research design. Data was analyzed using means, standard deviations, Pearson correlation co-efficiency and regression model to determine the extent of organizational culture and employee turnover among the selected hotels. Correlation and regression techniques were used to explain the relationship and level of prediction among the study variables. Findings indicate that Organizational Culture positively and significantly relates with Employee Turnover ($R = .249$, $p\text{-value} = .001$) at a low predictive power ($R^2 = .120$, $p\text{-value} = .000$). The researcher therefore, recommend Hotel managers to capitalize on building strong organizational culture which encourage open sharing of information, teamwork and collegial consultations if employee performance and unnecessary attrition are to be avoided.

Keywords: Organization Work Culture, clan organizational culture, market organizational culture, open organization culture, employee turnover

1. Introduction

The tourism industry is one of the rapidly growing industries in the world with sectors important for socio-economic growth of a country creating increase in foreign exchange earnings, generating employment opportunities, enhancing standard of living of the people and overall economic growth (Dwyer, 2023) ^[13]. The World Travel and Tourism Council estimated in 2019, stated that the industry's direct, indirect, and induced accounted for 10.4% of the world's GDP and 10.3% of jobs worldwide with regional variation identifying Africa with 5.6%, Caribbean 13.7% and Europe, with 9.3% (Dogan & Zhang, 2023) ^[12]. In Uganda, the Tourism direct GDP was estimated at UGX 5.1 trillion representing 3.6 percent the sector employs 5.7% of total Tourism and hospitality employment (Uganda Bureau of Statistics 2023; Ministerial Policy Statement FY 2021/22) ^[64, 38]. Hotel establishments recruit talented and highly motivated employees, invest a lot in them through on job training, grooming, skill development and retaining competent and qualified employees in order for an establishment to remain competitive, this influences employees attitude and behavior in order to fit and work in a set organizational work culture which entails the way we do things here, for instance, flexibility to extend for more hours, average payment (little), foregoing off days and annual leave (neglect social life), being loyal and committed, work as a family and take on more responsibilities (Badu *et al.*, 2018; Kamalakannan, 2021; Sagayarani & RS, 2023) ^[6, 26, 54]. Hotel work culture have long been associated with long working hours scheduled at nonstandard times, little pay, neglected social life, slow career growth (Michael & Fotiadis, 2022; Silvestre *et al.*, 2024) ^[37, 59]. These work cultural values are potential work stressors often circumstances to stay at the organization or employee turnover. Employees are vital to hotels for development and to provide a sustainable competitive advantage, however hotel establishments continue to experience a high number of exiting employees per year, Khan, *et al.* (2011) ^[27] and Mashauri (2015) ^[36] show that 55% employees left since 2015. Cicerale (2020) ^[9] reports that the annual turnover rates were 93% for non-managers and 30% for managers and globally, the turnover rate in the hotel industry is estimated to range from 60 percent to 300 percent annually.

Employee turnover has been one of the most pressing issues in most hotels in Uganda and those of the world continue to experience high turnover rates (Michael & Fotiadis, 2022) ^[37].

Studies show that it's not easy to find good employees and it's hard to replace them and it costs up to 10 times or more to get a new employee than keep the existing (Cicerale, 2020) ^[9] however Hotel establishment in Uganda have continued to experience high numbers of exiting employee for instance Serena hotel suffered 55% of exiting number of employees since 2014 (Khan, *et al.*, 2011; Mashauri, 2015) ^[27, 36].

1.1 Purpose of the study

To examine the relationship between organizational culture and employee turnover among selected hotels in Kampala, Uganda.

1.2 Objectives of the Study

1. To determine the relationship between clan organizational culture and employee turnover among selected hotels in Kampala, Uganda.
2. To assess the relationship between market organizational culture and employee turnover among selected hotels in Kampala, Uganda.
3. To evaluate the relationship between open organizational culture and employee turnover among selected hotels in Kampala, Uganda.

1.3 Research Hypothesis

H₁ There is a significant relationship between Organizational culture and employee turnover in the hotel industry

H₂: There is significant the relationship between clan organizational culture and employee turnover among selected hotels in Kampala, Uganda.

H₃: There is significant the relationship between market organizational culture and employee turnover among selected hotels in Kampala, Uganda.

H₄: There is significant the relationship between open organizational culture and employee turnover among selected hotels in Kampala, Uganda.

2. Literature Review

2.1 Organizational Culture and Employee Turnover

Organizational culture entails a set of common, and shared underlying presumptions with convictions about what constitutes normalcy, values, and appropriate behavior within a company and its these broad presumptions that govern workplace conduct and specify what is and is not acceptable, consisting explicit regulations, such as policies and procedures, and informal rules, such as widely accepted expectations, standards, and norms (Kalgi *et al.*, 2023) ^[24]. Shahid *et al.*, 2022) ^[58] stated that organization culture refers to the norms, values, and principles that define an organization's way of life, help its employees understand what is and is not required of them. Khangembam, (2022) ^[28]. asserted that work cultures can be classified as hierarchical, adhocracy, bureaucratic, achiever, flexible, or any combination of these. The majority of organizations establish a prevailing cultural style, with over 80% of the several thousand organizations studied in research studies exhibiting one or more of the framework's defined cultural types (Khangembam, 2022) ^[28]. On the other hand, Employee turnover involves the movement of workers across the labor market, including between hotels, jobs and occupations, and between the states of employment and unemployment, Turnover has been the subject of research in

the tourism and hospitality industry for the past 20 years (Kalliath & Brough, 2008; Rantanen *et al.*, 2011) ^[25, 51]. According to Mobley's (1977) ^[39], employee turnover occurs when a worker in an organization who holds a particular role but quits after a predetermined amount of time but staff turnover behavior results in the total breakup of the employer-employee bond. Mobley further asserts that turnover can be divided into two groups: involuntary turnover and voluntary turnover while Price and Mueller (1981) ^[48] classified turnover into several categories. From the viewpoint of the employee, turnover can be either voluntary or involuntary, beneficial or detrimental to the operation of the organization, and avoidable or unavoidable in terms of the organization's capacity to influence the decision. According to Badu *et al.*, (2018) ^[6]; Kamalakannan, (2021) ^[26]; Sagayarani and RS (2023) ^[54] hotel work culture makes employees highly versatile resulting into a culture of turnover. argues that hotel work culture affects turnover in that it influences employees to hate and even avoid the hotel profession as poor pay encourages employees to seek work overseas for green pasture in other countries where wages are paid on per hour basis with cruise liners, airlines and retail companies.

2.1.1 Clan Organizational Culture and Employee Turnover

Clan organizational culture is an organizational setting that prioritizes cooperation, communication, and teamwork. Strong ties to the community, a common set of values, and a loving environment where staff members feel appreciated and encouraged are typical characteristics of this kind of culture (Williams, 2022; Rita, 2022) ^[68, 53]. Clan organizational culture's effect on employee happiness, loyalty, and retention can be used to understand how it affects employee turnover (Williams, 2022; Rita, 2022) ^[68, 53]. Clan forms of design are in Japan and the typical characteristics of clan type establishments were teamwork, employee involvement programs and corporate commitment to employee (Ouchi & Wilkins, 1985; Cameron & Caza, 2002) ^[43, 7]. Basic assumptions in a clan culture include environment best be managed through teamwork and employee development, customers are best thought as partners, the organization is in the business of developing a humane work environment (Schein, 2010) ^[57]. Employee friendliness, contentment, engagement, empathy, and corporate citizenship conduct are traits of a collaborative workplace (Touni, & Hussien, 2023; Iqbal *et al.*, 2022; Kurniawan *et al.*, 2023) ^[61, 23, 31]. Employees working in a clan culture reported the lowest levels of stress, and highest levels of enjoyment and productivity (Olynick, & Li, 2020) ^[41], however disruptive behaviors leads to severe conditions of daily stress and staff burnout (anxiety, panic attacks, depression, impulse control issues, sleep disorders), as well as behavioral and cognitive disorders (disengagement, poor problem-solving and focus abilities, poor creativity, and disengagement), are linked to toxic leadership (Cavelzani, 2023; Touni & Hussien, 2023; Iqbal, *et al.*, 2022; Kurniawan *et al.*, 2023) ^[8, 61, 23, 31]. Hotel employees may have low morale because of negative work cultures. A disengaged workforce is caused by a number of factors, including poor communication, inconsistent leadership, and insufficient credit for accomplishments. When workers seek out places where they feel valued and respected, low morale might increase turnover (Touni, & Hussien, 2023) ^[61]. Kuya,

& Kalei (2022) ^[32] argues that workers who receive unfair compensation or rewards are likely to be less motivated to perform at their jobs or may even take advantage of company resources for their own gain, while compensation is a basic job right, incentives in general can be utilized to inspire workers and raise output. Michael & Fotiadis (2022) ^[37] states that hotel employees under clan culture receive very little payment compared to other industries and it's this low financial return of the hotel jobs especially in Dolphine suites kampala which contributes to employee turnover. Studies suggest that the top reason for employee turnover in hotel establishments is salary and benefits (Ghiselli *et al.*, 2001; Zhang *et al.*, 2020; Michael & Fotiadis, 2022) ^[15, 71, 37]. According to Macintosh and Doherty (2010) ^[35], Clan organizational culture influences employee turnover where the work cultural dimension of long working hours and neglected social life are so strong. The work environment is difficult because of the heavy workload, long workdays, and emotionally burdening nature of the job (Wallace & Coughlan, 2023) ^[67].

2.1.2 Market Organizational Culture and Employee Turnover

Gutterman (2024) ^[19] discussed the characteristics of market organizational with emphasis on competition, goal attainment, and results-oriented conduct are culture. Market share, profitability, and objective achievement are frequently used to gauge success in companies with a market culture. This kind of culture prioritizes performance, outward emphasis, and a strong desire to achieve goals—often at the price of internal cooperation or worker welfare (Gutterman, 2024) ^[19].

The market culture largely based on the work culture of Japan where the market culture is focused on transactions with external constituencies including suppliers, customers, contractors, licensees, unions, regulators and so forth, and the core values are competitiveness and productivity (Ouchi & Wilkins, 1985; Cameron & Caza, 2002) ^[43, 7]. Market organization culture is associated with innovative and supportive cultures making a significant unique contribution to the variance of low employee turnover. Market organization culture that encourages coworker relationships and foster cooperation have been shown to boost productivity and provide employees a stronger sense of purpose in their jobs relating with Kampala serena, have been linked to higher levels of employee engagement employee reducing turnover (Liu *et al.*, 2022) ^[34], however employee stress and burnout are frequently higher in hotels with unfavorable work cultures these worsened by long work hours, weak support networks, and an unbalanced work-life schedule, which can have negative effects on both physical and mental health as the case with hotel Africana in Kampala. Workers who encounter these difficulties are more likely to quit in search of jobs with better benefits and working environments (Touni & Hussien, 2023; Gip *et al.*, 2023; Varga *et al.*, 2021; Darvishmotevali, & Ali, 2020) ^[61, 17, 66, 10]. Negative job experiences increase the likelihood that departing employees may vent to others through negative word-of-mouth and digital channels in the modern era, harming a hotel's reputation and possibly influencing reservations and income (Allard, Dunn & White, 2020; Touni & Hussien, 2023) ^[3, 61]. However, Hayat and Afshari (2021) ^[20]; Touni and Hussien (2023) ^[61] states that Market organization culture in the hotel industry do exist with

infused rigid bureaucratic, challenging, aggressive and innovative features. In a hierarchical workplace, these social collaborations may involve an apparent power imbalance, which can heighten bullying behaviors evidences that there is workplace bullying behaviour in the hospitality industry, such as unmanageable workloads, disregard for others' opinions, and sexual harassment. Bullying causes psychological harm to victims because it often has unfavorable emotional effects such as affecting employees' well-being, negatively impacting on productivity and service quality, causing psychological distress and emotional tiredness thus employee turnover (Touni & Hussien, 2023) ^[61].

2.1.3 Open Organization Culture and Employee Turnover

According to Alassaf *et al.* (2020) ^[1] Open Organization culture entails traits of Transparency, communication, trust, and an emphasis on employee empowerment. Leaders at organizations with an open culture value employee input, foster a cooperative and welcoming atmosphere, and support the free exchange of ideas. Employee satisfaction, engagement, and retention can all be significantly improved by this kind of culture, which can also lower turnover rates, while O'Reilly *et al.* (1991) ^[42] claimed that open organizational culture emphasizes interpersonal relationships among employees and is considered valuable as a way of understanding the work required. Sagayarani & RS (2023) ^[54] asserted that a positive open organizational culture motivates employees to perform better were workers concur that managers consider their recommendations and assess work output reducing employee turnover. Open workplace culture can influence an organization's performance, productivity, quality, commitment behavior and can be the cause of an organization's success, it further emphasizes creativity, output orientation, attention to detail, and respect for others needs to be adapted in the hotel industry (Alharbi and Abedelrahim, 2018) ^[2]. Porter and Steers (1973) ^[46] presented one of the first major models investigating-five main antecedents to turnover, this model examined the role of organization-wide factors, immediate work environment factors, job content and personal attributes. For this study, the role of met expectations was of greatest interest. Their findings were used to argue that unmet expectations would lead to dissatisfaction which, in turn, would lead to employee turnover. The research of Price and Mueller (1981, 1986) ^[48] into the causes of employee turnover has provided several pertinent variables to this study. For example, 1981 research examined the role of repetitive work, social support and fair pay and rewards in an individual's decision to leave an organization. However, Michael & Fotiadis (2022) ^[37] discussed a number of additional elements that could contribute to employee turnover, such as a lack of career advancement, discontent, and cultural differences. Price and Mueller further included components of an internal labour market, that is, promotional opportunity, training and career development, elements of job stress, role conflict, role ambiguity, work overload, in their investigation of causes of turnover.

3 Methods of Data Collection

3.1 Research Design

A cross-sectional and descriptive research designs were employed to gather data from the selected hotels in

Kampala. The study population was 730 respondents whose sample size came to 414 determined using the Krejcie & Morgan (1970) [30] sampling methods. However, 288 (70%) questionnaires of the targeted sample size were returned as

indicated in table 3.1 below. Individual respondents were selected using simple random sampling techniques to allow unbiased responses and achieve maximum coverage since the scope of the study appeared to be wide.

Table 1: Study Population, Sample Size and Technique

Name of Hotel	Target Population	Targeted Sample size	Actual Sample Size	Sampling Technique
Kampala Serena	374	186	116	Simple Random
Hotel Africana	254	148	104	Simple Random
Dolphin suites	102	80	68	Simple Random
Total	730	414	288	

Source: Field Data Sampled using the Krejcie & Morgan (1970) [30] Methods

3.2 Data Collection Methods

The research data was collected using self-administered questionnaire distributed to employees working amongst the selected hotels (Kampala Serena hotel, Dolphine suits, Hotel Africana Ltd) all found in Kampala City. Organizational culture questionnaire developed by Zammuto & Krakowe (1991) [70] was adopted and used in data collection. This instrument was chosen because it has been used in several studies examining organizational culture for instance Parker (2001) [44] and, Parker and Bradley (2000) [45] among others. Employee turnover tool was adopted from Michigan organizational assessment questionnaire (Lawler *et al.* 1979) [33]. The researcher however performed some additional modifications to suite the research variables and current requirement of the study. The questionnaire items were

measured based on five-point Likert scales as Strongly Disagree (1) Disagree (2) Neutral (3) Agree (4) Strongly Agree (5). 278 questionnaires were administered in the field as per the study target sample size however 252 questionnaires were returned giving a response rate of 91 percent.

3.3 Data Quality Management

To ensure data quality, the researchers conducted both a validity and reliability test. For instance, a team of four experts were consulted to rate the quality of questions in the questionnaires and an CVI of 85% was ascertained which was above the minimum limit of 70% as recommended by Amin (2008). Table 3.2 below shows the rating score of experts who were consulted in measuring the CVI.

Table 2: Content Validity Index (CVI)

Study Variable	Original Number of Items	Number of Items retained	CVI/%
Organization culture	31	26	84
Employee turnover	7	6	86
Total			85

Source: Field Data Scored using a Panel of Experts

To determined reliability of the questionnaires, a pilot study was conducted among fourth employees in the selected hostels constituting about ten percent of the sample size. These respondents were given the instruments to fill and in in one week the tools were collected and analyzed for reliability. The results were within the recommended 70% minimum limited recommended by Kothari & Garg (2019) [29] as indicated in table 3.3 below.

Table 3: Reliability Test

Study Variables	N	Mean	Std. Deviation	Cronbach's Alpha
Clan Culture	288	2.9292	.52469	.764
Market Culture	288	2.9185	.56604	.767
Open Culture	288	2.9492	.81098	.769
Organizational Culture	288	2.9323	.51255	.679
Employee Turnover	288	3.0629	.63717	.852
Total				.766

Source: Field Data analyzed using SPSS Program

3.4 Data Reduction

3.4.1 Exploratory Factor Analysis (EFA) for Organizational Culture

Organizational culture showed a Kaysor-Meyer-Olkin (KMO) value of .792 and Bartlett's test of sphericity .000, which was adequate. Three factors (clan culture, market culture and open culture) were extracted with the following

variances; 12.020% of the variance in the first factor, followed by 9.409% variance in the second factor, and lastly, 9.107% in the third factor. Cumulatively, all the three factors accounted for 30.535% variance on Organizational culture, which was within the acceptable limits for proper factorability. To account for this, the Rotated Component Matrix for Organizational Culture was supported by the following constructs, namely: Clan Culture accounted for by the following factor loadings; ORG25 (56%), ORG13 (56%), ORG14 (51%), ORG4 (47%), ORG15 (46%), ORG8 (46%), ORG3 (45%), ORG16 (45%), ORG7 (44%), ORG19 (44%), ORG2 (41%), ORG26 (34%), ORG9 (31%), ORG24 (31%), followed by Market Culture with ORG20 (61%), ORG10 (59%), ORG5 (56%), ORG12 (47%), ORG21 (44%), ORG6 (44%), ORG22 (35%), ORG11 (33%), and lastly, Open Culture with; ORG18 (69%), ORG17 (67%), ORG1 (53%).

EFA for Employee Turnover

Employee turnover indicated a KMO value of .522 and Bartlett's test of sphericity .000, which was fairly adequate. Cumulatively, three factors were extracted and accounted for 63.907% variance on Employee turnover, which was also within the acceptable limits for proper factorability. To account for this, the Rotated Component Matrix for Employee Turnover was supported by the following factor loadings, namely: ETO4_1 (71%), ETO5_1 (70%), ETO1_1 (80%), ETO3_1 (65%) and ETO2_1 (89%)

3.3.1 Confirmatory Factor Analysis (CFA) Models

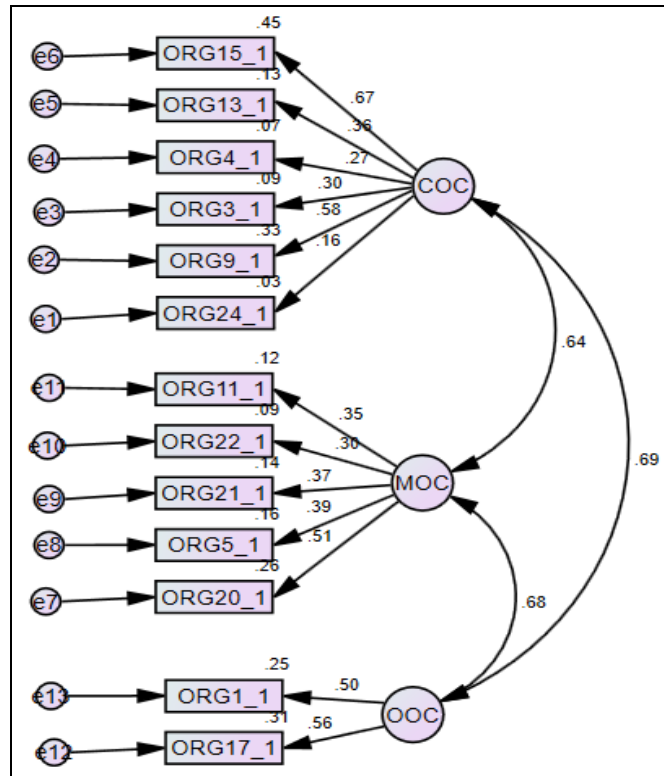


Fig 1: Shows the CFA on the Constructs of Organizational Culture

X ²	X ² /df	df	p	GFI	AGFI	NFI	CFI	RMSEA
54.379	1.265	43	.114	.958	.935	.402	.683	.036

Narrations: COC: Clan Organizational Culture, MOC: Market Organizational Culture and OOC: Open Organizational Culture

significant at a p-value of .114, which was within acceptance margins of model fitness. Other fit indices that corroborated the findings, include; GFI = .958, AGFI =.935, NFI = .402, CFI=.683 and RMSEA = .036. Below are the Standardized Regression Weights for the model.

From figure 3.1 above, fit indices for COC, MOC and OOC were reliable at X²/df of 1.265 and X² of 54.379 non-

Table 4: Shows Standardized Regression Weights for the Constructs of OE CFA Analysis

Regressed Variables	Estimated Regression Weights	S.E.	C.R.	P	Label	Standardized Regression Weights
ORG20_1 <--- MOC	1.000					.507
ORG5_1 <--- MOC	.810	.230	3.517	***	par_1	.395
ORG21_1 <--- MOC	.625	.185	3.386	***	par_2	.368
ORG22_1 <--- MOC	.564	.200	2.818	.005	par_3	.304
ORG11_1 <--- MOC	.694	.224	3.103	.002	par_4	.351
ORG17_1 <--- OOC	1.000					.559
ORG1_1 <--- OOC	1.011	.260	3.894	***	par_5	.502
ORG24_1 <--- COC	1.000					.162
ORG15_1 <--- COC	4.418	2.359	1.873	.061	par_9	.670
ORG13_1 <--- COC	2.266	1.238	1.831	.067	par_10	.364
ORG9_1 <--- COC	3.509	1.877	1.870	.062	par_11	.577
ORG4_1 <--- COC	1.790	1.096	1.634	.102	par_12	.273
ORG3_1 <--- COC	1.896	1.113	1.705	.088	par_13	.297

Narrations: COC: Clan Organizational Culture, MOC: Market Organizational Culture and OOC: Open Organizational Culture

Table 3.4 above, R² corresponding to each of the 13 observed item explains a low portion of variance in each of the variables (between 16.2% and 67.0%). The R² statistics are as follows; ORG20_1 (50.7%), ORG5_1 (39.5%),

ORG21_1 (36.8%), ORG22_1 (30.4%), ORG11_1 (35.1%), ORG17_1 (55.9%), ORG1_1 (50.2%), ORG24_1 (16.2%), ORG15_1 (67.0%), ORG13_1 (36.4%), ORG9_1 (57.7%), ORG4_1 (27.3%) and ORG3_1 (29.7%).

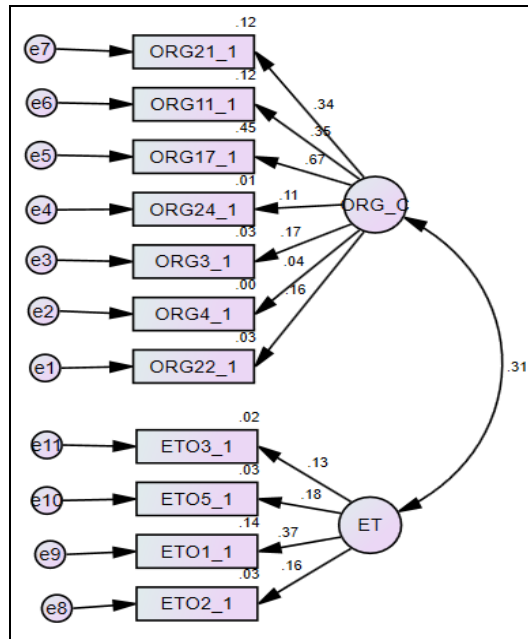


Fig 2: Shows the CFA on the variable of Organizational Culture and Employee Turnover

X ²	X ² /df	df	p	GFI	AGFI	NFI	CFI	RMSEA
67.862	1.095	62	.284	.955	.934	.744	.969	.021

Narration: ORG_C: Organizational Culture, ET: Employee Turnover

From figure 3.2 above, fit indices for ORG_C and ET were reliable at X²/df of 1.095 and X² of 67.862 non-significant at a p-value of .284, which was within acceptance margins of model fitness. Other fit indices that corroborated the

findings, include; GFI = .955, AGFI =.934, NFI = .744, CFI=.969 and RMSEA = .021. Below are the Standardized Regression Weights for the model.

Table 5: Shows Standardized Regression Weights for OE and ET CFA Analysis

Regressed Variables	Estimated Regression Weights	S.E.	C.R.	P	Label	Standardized Regression Weights
ORG22_1 <--- ORG_C	1					0.164
ORG4_1 <--- ORG_C	0.292	0.661	0.442	0.659	par_2	0.044
ORG3_1 <--- ORG_C	1.099	0.933	1.179	0.239	par_3	0.172
ORG24_1 <--- ORG_C	0.687	0.739	0.93	0.353	par_4	0.111
ORG17_1 <--- ORG_C	4.172	3.147	1.326	0.185	par_5	0.674
ORG11_1 <--- ORG_C	2.26	1.462	1.546	0.122	par_6	0.347
ORG21_1 <--- ORG_C	1.917	1.191	1.609	0.108	par_7	0.342
ETO2_1 <--- ET	1					0.162
ETO1_1 <--- ET	1.878	2.827	0.664	0.507	par_8	0.369
ETO5_1 <--- ET	1.136	1.495	0.76	0.448	par_9	0.179
ETO3_1 <--- ET	0.695	1.149	0.605	0.545	par_10	0.129

Narrations: COC: Clan Organizational Culture, MOC: Market Organizational Culture, OOC: Open Organizational Culture, ETO: Employee Turnover, ORG_C: Organizational Culture

Table 3.5 above, R² corresponding to each of the 11 observed item explains a low portion of variance in each of the variables (between 04.4% and 67.4%). The R² statistics are as follows; ORG22_1 (16.4%), ORG4_1 (04.4%), ORG3_1 (17.2%), ORG24_1 (11.1%), ORG17_15 (67.4%), ORG11_1 (34.7%), ORG21_1 (34.2%), ETO2_1 (16.2%), ETO1_1 (36.9%), ETO5_1 (17.9%) and ETO3_1 (12.9%).

3.5 Data Analysis

Descriptive data was analyzed using means and standard deviations while inferential data was analyzed using Pearson Correlation Coefficient to establish the relationships among the variables of the study. The researcher went on and used Structural Equation Models (SEM) to determine the degree of influence of organizational culture and its construct on employee turnover.

4. Results

4.1 Descriptive Statistics on Organizational Culture

Organizational culture was dimensioned by three variables namely; clan organizational culture [COC], market organizational culture [MOC] and open organizational culture [OOC] as presented below:

4.1.1 Clan Organizational Culture

Findings revealed a moderate extent of clan organizational culture among the selected hotels in Kampala at an average mean of 2.93 and SD of 1.08, which was attributed to the following factors; people identifying skills they need for future work tasks (mean = 3.10), the organization(s) enabling people to get needed information at any time (mean = 3.08), management achieving cohesion through training and development (mean = 3.07), employees valuing efficiency in day to day operations (mean = 3.04), the

organization(s) practicing open decision making (mean = 3.04), the organization(s) arranging staff social ceremonies (mean = 2.96), people identifying skills they need for future work tasks (mean = 2.95), giving people time to support learning (mean = 2.9), continuous need for improving individual employees (mean = 2.89), encouraging people to ask questions regardless of rank (mean = 2.88), the organization(s) encouraging employees to get answers from across the organization when solving problems (mean = 2.87), promoting of employees being on merit (mean = 2.77), salaries being satisfying to employees (mean = 2.75), and lastly, recognizing employees for good work done (mean = 2.71).

4.1.2 Market Organizational Culture

Results showed a moderate extent of market organizational culture among the selected hotels in Kampala at an average mean of 2.92 7 and SD of 1.073, which was due to the following responses; people helping each other to learn (mean = 3.05), employees striving to be ethical when carrying out their duties (mean = 3.00), recognizing people for taking initiative (mean = 2.93), employees having confidence to undertake new work challenges (mean = 2.91), involving employees in the change management process (mean = 2.87), rewarding teams for their achievements (mean = 2.86), being happy to spend the rest of ones career with the organization (mean = 2.86) and lastly, employees rating themselves with flexible policies and procedures (mean = 2.86)

4.1.3 Open Organizational Culture

Findings indicated a moderate extent of open organizational culture among the selected hotels in Kampala at an average mean of 2.95 and SD = 1.097, which was attributed to the following factors; people openly discussing mistakes in order to learn from them (mean = 3.15), practicing open communication as an organization (mean = 2.97) and lastly, employees achieving creativity and innovation through a free conducive environment (mean = 2.73)

4.2 Descriptive Statistics on Employee Turnover

Findings revealed a relatively low level of employee turnover among the selected hotels in Kampala at an average mean of 2.43 and SD of 1.022, which was associated to low responses on the following issues; quitting the hotel as soon as possible (mean = 2.8), not planning to

leave the hotel soon (mean = 2.79), planning to leave the hotel in the next little while (mean = 2.74), intending to leave the hotel soon (mean = 2.6), and lastly, searching for alternative employment (mean = 2.43)

4.4 Correlation Analysis

The study used zero order Pearson correlation to examine the relationships between the study variables as shown in table 8 below.

Table 4.1: Shows Correlations Analysis among the variables of the Study

Variables Correlated	[1]	[2]	[3]	[4]	[5]
Clan Culture ^[1]	1				
Market Culture ^[2]	.481**	1			
Open Culture ^[3]	.496**	.440**	1		
Organizations Culture ^[4]	.780**	.764**	.858**	1	
Employee Turnover ^[5]	.249**	.279**	.236**	.313**	1

** Correlation is significant at the 0.01 level (2-tailed).

Table 4.1, shows that there is a positive and significant relationship between organizational culture and employee turnover (r = .313, p-value = .001). This resulted into the rejection of H₀1, which stated that, ‘there is no significant relationship between organizational culture and employee turnover’. Since, .313 is quite far from +1 as a measurement criterion, we can say that, organizational culture has a weak relationship with employee turnover. Furthermore, results indicated that, clan culture positively and significantly relates with employee turnover (r = .249, p-value = .001), which resulted into the rejection of the H₀2. Finding also revealed that, there is a positive and significant relationship between market culture and employee turnover among hotels (r = .279, p-value = .001), leading to the rejection of H₀3. Lastly, it was showed that, open culture positively and significantly relates with employee turnover (r = .236, p-value = .001), which resulted into the rejection of H₀4. The researchers therefore conclude that, OC and its constructs of COC, MOC, and OCC positively and significantly relates with employee turnover.

4.5 Regression Analysis

To determine the extent at which OC and its constructs predict employee turnover, the researchers conduct a hierarchical regression as indicated in table 4.2 below.

Table 4.2: Hierarchical Regression between OC, its Constructs against Employee Turnover

	Model 1	Model 2	Model 3	Model 4
Predictors	COC	COC & MOC	COC, MOC & OCC	COC, MOC, OCC & OC
Step 1				
(Constant)	2.177	1.834	1.811	1.676
COC	0.302			
Step 2				
COC		0.174		
MOC		0.247		
Step 3				
COC			0.145	
MOC			0.227	
OCC			0.056	
Step 4				
COC				0.905
MOC				0.288
OCC				0.26

OC				1.928
R	.249 ^a	.320 ^b	.324 ^c	.347 ^d
R ²	0.062	0.102	0.105	0.12
Adj.R ²	0.058	0.094	0.092	0.103
Significance	0.000	0.000	0.000	0.000
Std. Error of the Estimate	0.6186	0.60665	0.60719	0.60343

Narration:

- a. Dependent Variable: Employee turnover
- b. Predictors: (Constant), COC
- c. Predictors: (Constant), COC, MOC
- d. Predictors: (Constant), COC, MOC, OCC
- e. Predictors: (Constant), COC, MOC, OCC, OC

From table 4.2 above, the researcher entered COC in the 1st model to predict employee turnover. Additionally, the researcher added MOC to COC in the 2nd model to predict employee turnover. In the 3rd model, the researcher added OOC to both COC and MOC to predict employee turnover. The regression model summary gave the following results; model 1 (R² = .062, p-value =.000), model 2 (R² =.102, p-value =.000), Model 3 (R² =.105, p-value =.000) and Model 4 (R² =.12, p-value =.000), which indicated a positive and significant prediction on Employee Turnover.

The researcher used Model 4 to provide results for the hypotheses tested. The model had an R² of 0.12 at a probability level of .000 indicating that, overall, the four measures of the independent variable (organizational culture) significantly explained 12% of the variation in employee turnover.

5. Discussion of the Study Findings

5.1 Organizational Culture and Employee Turnover

Findings revealed a moderate extent of OC among hotels Kampala. When this was correlated with ET, it showed that, OC highly relates with ET. Results further indicated that, organizational work culture improves the working hours, social life, career growth, payment system, norms, values and the way things are done employee turnover reduces. A positive organizational culture that supports, motivates positive behaviors tend to encourage employees to cooperate more fully with each other in performing their work tasks. Therefore, a positive organizational work culture decreases employee turnover (Glisson *et al.*, 2006) [18]. To attest to this, findings showed that when an organization has flexible and reasonable working hours within which employees are expected to perform their duties, then this shall negatively impact on the Employee Turnover. The reduced employee turnover will be observed in terms of a reduction in seeking for employment (job search) in other organizations among the employees and an increased desire to stay within the organization. Further, a willingness to share information among the employees, will lead to an increased level of contentment with the hotel and therefore a decline in the desire to leave, active involvement in every activity of the establishment. This is in line with Deery *et al.* (2002) [11], Macintosh & Doherty (2010) [35], who urged that organizational work culture influences employee turnover where the cultural dimension of long working hours and neglected social life are so strongly employee turnover will be high and the reverse is true.

5.2 Clan Organizational Culture and Employee Turnover

Results showed a positive and significant relationship between COC and ET among selected hotels in Kampala.

The relationship was low with a high predictive power. Furthermore, it was indicated that, whenever employees share information among themselves within the hotel, employee commitment and teamwork is improved. This is in line with who confirms that information sharing among staff boost cohesion (Fung, 2014) [14]. The study also revealed that a culture of recognizing employee achievement is crucial in motivating personal loyalty. Employees will tend to be satisfied when their efforts are appreciated (Tuan, 2010) [63]. This consequently, reduces the chances of them leaving the organization. Additionally, findings revealed that, a culture of continuous skills development among employee helps simplify work. When work is found to be easy among employee their commitment and loyalty is increased. Organizations that provide continuous training to their staff tend to have improved performances and high commitment, which has a positive bearing for employee retention (Arulsamy, 2023) [4]. In this study, employee development, information sharing and flattened organizational culture was found prominent among all these hotels possibly because they vied to be five stars. Employee commitment was generally high among all hotels, and according to (Fung, 2014) [14] this is crucial in promoting employee retention. The most fundamental reasons why organizations should not tolerate employee attrition or turnover is that, it comes with a lot of detrimental effects on organisaitonal performance. For instance, a high employee turnover may result into loss of technical staff within the organization (Tang, 2000) [60]. Secondly, it affects teamwork and organizational reputation (Yiing & Kamarul, 2009) [69], which are pertinent in supporting the performance of the organization.

5.3 Market Organizational Culture and Employee Turnover

Results indicated a positive and significant relationship between MOC and ET among selected hotele in Kampala. Though the relationship appeared weak the predictive power was relatively moderate. According to Tuan (2010) [63] market organizational culture is relevant in motivating organizational employees have a business-like mindset. This is crucial in boasting companywide ambitions and performance for high competitive presence in the marketplace. A market organizational culture enables employee to be more alert with selling the organization, which improves its image in the marketplace. The study further revealed that, a culture of empowering employees to make marketing decisions helps increase efficiency most especially in sale management. In order to hotels to be responsive to their clients the need to employee empowerment is highly necessary (Ayupp, 2010) [5]. A study conducted among Japanese companies also attested to

this (Tang, 2000) ^[60]. Employee decision making empowerment increases loyalty within the organization. This quickens decision making and boost responsibility among workers within the organization. Market organizational culture builds employee confidence to always be ready working under challenges, because of the trust it gives to employees in terms of making decisions.

5.4 Open Organizational Culture and Employee Turnover

Results revealed a high extent of OOC among selected hotels in Kampala. When this was correlated with ET, it showed that, OOC fairly relates with ET. Findings further indicated that, for hotel managers to retain worker the need for an open environment or free culture among employees is highly necessary. When employees are allowed to interact freely among themselves within the organization stress level tend to be low since they feel at home (Fung, 2014) ^[14]. This was supported by Huaman in their study organizational culture and teamwork where they found out that employees are happier when allowed to associated among themselves. An open organizational culture fosters teamwork and shared responsibility among worker. They tend to support each other especially in times of challenges manifesting within the organizations (Tuan, 2010) ^[63]. Additionally, the study revealed that when workers openly discuss their challenges solutions to problems can be easily found which increases efficiency among workers. Team discussions minimizes fear among workers for personal problems because they always feel there are people to consult and get the problem solved (Tang, 2000) ^[60].

6. Conclusions and Recommendations of the Study

From the study findings, the researchers conclude that, organizational culture positively and significantly relate with employee turnover among selected hotels in Kampala, which resulted into the rejection of H_01 that stated, 'there is no significant relationship between organizational culture and employee turnover among selected hotels in Kampala'. The researchers further confirm that, COC, MOC and OOC as key constructs of organizational culture also revealed a positive and significant relationship with employee turnover, which led to the rejection of H_02 , H_03 and H_04 . In light of this, the researchers recommend that, hotel managers give a moderate consideration on the three types of culture if effective employee turnover is to be actualize among the selected hotels in Kampala

7. References

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