

**INFLUENCE OF ORGANISATIONAL CULTURE AND ALIENATION ON EMPLOYEES'
TURNOVER INTENTION IN OGUN-OSUN RIVER BASIN DEVELOPMENT
AUTHORITY (O-ORBDA) ABEOKUTA, OGUN STATE, NIGERIA**

Joshua, Y., Adenuga O. O., Okubena, B. A., Oladipupo, F. G., Joshua, Y.M., and Kolawole,
H.O.

^{1,2,3,4,5,6}Department of Agricultural Administration, College of Agricultural Management and Rural
Development, Federal University of Agriculture, PMB 2240, Abeokuta, Nigeria.

Corresponding Author: joshuay@funaab.edu.ng

Abstract

The study investigated the influence of organizational culture and alienation on employees' turnover intention, in Ogun-Osun River Basin Development Authority (O-ORBDA), Abeokuta, Ogun State, Nigeria". Identified the Socio-economic characteristics the organizational culture, the perception of respondents on organizational alienation and the employees' turnover intention in the study organization. Data was collected using structured questionnaire from 113 respondents from a total of 220 employees. Results were analyzed using both descriptive and inferential statistics. Majority (61.9%) of the respondents were 40years and below, 58.4% were male, 68.1% were married, 66.4% were BSc. Holder, 79.7% have below 16years of work experience, 54.9% belonged to the senior rank, 65.5% received monthly salary of ₦150,000 and below. Among the various organizational culture, diversity and inclusion ($\bar{x}=2.98$) and risk-taking and innovation ($\bar{x}=2.92$) were rated high. Respondents had high (92%) level of organizational alienation as they feel excluded from important decisions ($\bar{x}=4.79$) and do not have clear sense of purpose in their job" ($\bar{x}=4.49$). Also, majority (80.5%) of the respondents exhibit high turnover intentions as there is lack of alignment between their personal values and organizational culture ($\bar{x}=4.18$) and believe that other organizations might offer a culture more aligned with their preferences ($\bar{x}=4.12$). Chi-square analysis showed significant ($p<0.05$) association between respondents' age ($\chi^2=29.52$, $df=4$), marital status ($\chi^2=8.39$, $df=1$), level of education ($\chi^2=7.89$, $df=3$), monthly salary ($\chi^2=32.04$, $df=4$) and turnover intention. Correlation analysis showed significant ($p<0.05$) relationship between organisational culture ($r=-0.24$), organizational alienation($r=0.19$) and turnover intention.

Keywords: Organizational Culture, Alienation, Employees' Turnover Intention.

Introduction

Employees are the central resources of an organization. They work hard to help increase sales and profits for the company. Organizations that are goal oriented are usually driven by value-motivated organizational culture in order to achieve its goals and objectives. Organizational culture is formed by shared values and beliefs within an organization, which influences the thoughts and behaviours of its members. It is an important environmental factor that affects employee motivation (João Pedrosa et al., 2021). Alienation refers to a psychological and social condition where employees feel disconnected, isolated, or estranged from their work environment, tasks, colleagues, or the organization itself. Work alienation is a negative attitude toward work that refers to an estrangement

or disconnect from work (Constantin et al. 2022). Studies indicate that an unsupportive workplace culture may cause employees to feel disconnected, ultimately leading to voluntary resignation (Johnson et al., 2020). Thus, the interplay between organizational culture and alienation can be instrumental in addressing high turnover rates. Employee turnover remains a critical challenge for organizations worldwide, disrupting productivity, lowering employee morale, and threatening organizational stability (Thompson & Roberts, 2023). High turnover rates can often be traced to a misalignment between employees and the prevailing organizational culture, as well as feelings of alienation among the workforce (Ahmed & Yang, 2022). At the Ogun-Osun River Basin Development Authority (O-ORBDA), Abeokuta, Ogun State, this issue may also arise and economic struggle and scarcity of employment opportunities can make the problem even worse. Consequentially, employee turnover does not support organizational stability, increases productivity, and impairs growth. This study intends to understand ways in which organizational culture influences turnover intention and how employee alienation impact turnover intention in O-ORBDA. The study therefore identified the following specific objectives:

- i. describe the socio-economic characteristics of respondents in the study organization
- ii. examine the organizational culture in the study organization.
- iii. identify the perception of respondents on organisational alienation in the study organization.
- iv. determine the level of employees' turnover intention in the study organization.

Hypotheses of the study

The hypotheses of the study were stated in null form as follows:

H01: There is no significant relationship between the socio-economic characteristics of respondents and employees' turnover intention in the study organization.

H02: There is no significant relationship between organizational culture and employee turnover intention in the study area.

Literature Review:

Organisational culture refers to the shared values, beliefs, norms, and practices that shape behavior and interaction within a workplace (Alshaikh et al., 2022). It forms the foundation of how organizations function and significantly impacts employees' attitudes, job satisfaction, and loyalty. Research shows that a positive organisational culture fosters employee engagement, commitment, and retention (Alshaikh et al., 2022). Cultures that emphasize support, collaboration, innovation, and employee well-being are less likely to experience high turnover rates. On the contrary, toxic work cultures marked by rigid hierarchies, lack of recognition, and poor communication contribute to disengagement and higher turnover intentions (Zacher & Rosing, 2022). In organizational analysis, culture describes the influence and interaction among employees and between employees and the specific institution, organization or service they work in. Workplace alienation describes the

disconnection employees feel from their job roles, the organization, or their work environment. This phenomenon is tied to several adverse outcomes for both individuals and organizations, including reduced job satisfaction, lower productivity, and increased turnover (Blauner, 2022). Bosomtwe and Obeng (2020) identified alienation as a significant driver of turnover intention among Ghanaian bank employees, attributing it to excessive workloads and lack of meaningful engagement. Similarly, Mercanlı and Ünal (2024) examined the aviation industry in Turkey and found that work alienation fully mediated the relationship between turnover intention and loneliness, suggesting that alienated employees are more likely to disengage and seek exit. The study highlighted psychological factors, such as feelings of isolation, as amplifiers of turnover intention in alienated workers. Alienation also interacts with organisational culture.

Turnover

In human resources, turnover is the act of replacing an employee with a new employee. Partings between organizations and employees may consist of termination, retirement, death, interagency transfers, and resignations. An organization's turnover is measured as a percentage rate, which is referred to as its turnover rate. Turnover rate is the percentage of employees in a workforce that leave during a certain period of time. Organizations and industries as a whole measure their turnover rate during a fiscal or calendar year.

Research Methodology

Survey research design was adopted for this study; the study was carried out in Ogun-Osun River Basin Development Authority (O-ORBDA), Abeokuta, Ogun State, Nigeria. The targeted population of the study were the employees of in Ogun-Osun River Basin Development Authority (O-ORBDA), Abeokuta, Ogun State, Nigeria, totaling 220. Proportionate random sampling technique was employed in selecting the respondents, 113 respondents were used as a sample. Instrument for data collection was structured questionnaire of five-point rating scale. The Instrument consists of section A personal data while B, C, D and E contain of 10,19, 18 and 14 items questions respectively related to the research questions. The instrument was validated by experts. The researcher with the help of trained research assistant administered and retrieved the filled questionnaires from the respondents. The data collected was analyzed using percentages, means and standard deviation. Inferential statistical analysis such as Pearson Product Moment Correlation (PPMC) and chi square was used to test the hypotheses.

Results and Discussion

Socio-economic characteristics of the Respondents

Age: The respondents' age distribution reveals that the majority (41.6%) are aged 21–30 years, with 30.1% in the 41–50 years bracket and 16.8% in the 31–40 years category. This implies that the study area is predominantly composed of young and individuals at the early to mid-career stages. Abiona *et al.* (2017) found that younger employees with fewer years of experience often show lower performance, which may stem from job dissatisfaction or unmet expectations. Bolarinwa *et al.* (2016)

noted that younger extension agents experienced more stress, which could further alienate them if organisational support is lacking.

Sex: The gender distribution is slightly skewed towards males (58.4%), with females making up 41.6%. Joshua *et al.* (2020) found that there are more male employees in agricultural sector in Southwest Nigeria. The gender distribution, with female having a sizeable number may influence turnover intentions and organisational alienation. Female employees, if not adequately supported by inclusive policies or work-life balance initiatives, may feel marginalized or disconnected from the organisational culture. Such alienation can lead to higher turnover intentions if the workplace does not provide sufficient work flexibility (Fapojuwo *et al.*, 2021).

Marital Status: The results revealed that majority (68.1%) of the respondents were married and 31.9% were single. This implies that employees may face different challenges related to work-life balance. Fapojuwo *et al.* (2021) observed that occupational stressors, like workload might disproportionately affect married staff juggling family responsibilities. Married employees may experience increased workplace stress if they feel their personal responsibilities are not adequately accommodated. This can lead to feelings of alienation if organisational policies fail to recognize the challenges of employees with families, or if they perceive a lack of support in balancing professional and personal commitments. Single employees, while potentially more flexible, may also seek higher-level roles and responsibilities, leading to increased turnover if they feel their career paths are limited.

Level of Education: Results revealed that the organisation consists of highly educated workforce, with 66.4% of respondents holding a Bachelor's degree, 13.3% holding a Master's degree and relatively small percentage with OND (8%) or HND (12.4%) qualifications. Higher educational attainment is often linked to higher expectations regarding career advancement and professional development. Employees with advanced qualifications may become disillusioned if their expectations are not met, particularly if the organisation fails to provide growth opportunities or career progression pathways. In this case, educationally qualified individuals are more likely to experience organisational alienation, as they may feel underutilized or undervalued in their roles. This disconnection could prompt them to seek employment elsewhere, increasing the likelihood of turnover. Joshua *et al.* (2020) and Joshua *et al.* (2024) both showed that employees with higher educational attainment have higher performance expectations and demand meaningful engagement. When these are unmet, alienation and turnover increase.

Religion: Results revealed that 74.3% of respondents were Christian and 25.7% were Muslim. Employees who feel their religious beliefs are not respected or accommodated in the workplace may experience alienation, leading to a sense of disconnection from the organisation. The implications for turnover intentions are significant, as employees who perceive religious discrimination or a lack of inclusion may leave the organisation for a more accommodating environment.

Work Experience: Results in Table 2 also revealed that 41.6% of the respondents have less than five

years of experience, 38.1% have between 6 - 15 years of experience. This implies that employees are still young on the job and may leave after a few years of service in search of better positions or opportunities elsewhere, particularly if they do not feel a sense of growth within the organisation. According to Bolarinwa *et al.* (2016), less experienced staff struggle more with stress, which may foster alienation. Employees with longer tenure, on the other hand, might experience organisational alienation if they perceive a lack of recognition for their contributions or feel that the organisation no longer meets their professional or personal needs. Adeogun *et al.* (2021) highlighted that lack of retention strategies affects both newer and older staff, leading to turnover if growth is not perceived.

Monthly Salary: The majority (42.5%) of the respondents are earning between ₦51, 000 and ₦100,000 and 22.1% earned more than ₦200,000. This implies that while there is a broad range of income levels, many employees are in the lower to middle-income bracket. Employees earning low salary may experience organisational alienation due to economic situation of the country and/or lack of compensation for their skills or dissatisfaction with their remuneration. If salary is not perceived as competitive, employees may become disengaged and more likely to leave the organisation in search of better financial incentives elsewhere. Joshua *et al.* (2020) and Adeogun *et al.* (2021) both found that inadequate compensation was a leading factor in employee dissatisfaction and turnover.

Rank: The distribution of respondents between lower-level staff (54.9%) and senior-level staff (45.1%) reveals that a majority of the sample is in junior roles. Lower-level employees may feel alienated if they perceive limited opportunities for career advancement or if they feel disconnected from senior management. This feeling of alienation could lead to higher turnover intentions, particularly if they believe their potential is underutilized. Senior-level employees, while more established, may still experience alienation if organisational policies do not sufficiently recognize their contributions or if they perceive a lack of organisational transparency. Joshua *et al.* (2024) emphasized the role of managerial competence in fostering positive job performance, when management fails to engage junior staff, alienation and turnover increase.

Table 1: Frequency distribution showing socio-economic characteristics of respondents.

Variables	Frequency	Percentage
Age		
<20 years	4	3.5
21-30 years	47	41.6
31-40 years	19	16.8
41-50 years	34	30.1
51-60 years	9	8
Sex		
Male	66	58.4
Female	47	41.6
Marital Status		
Single	36	31.9

Married	77	68.1
Level of education		
OND	9	8
HND	14	12.4
B.Sc	75	66.4
M.Sc	15	13.3
Religion		
Christianity	84	74.3
Islam	29	25.7
Work experience		
≤ 5 years	47	41.6
6-10 years	14	12.4
11-15 years	29	25.7
16-20 years	9	8
21years and above	14	12.4
Monthly salary		
< 50000	4	3.5
51000 - 100000	48	42.5
101000 - 150000	22	19.5
151000 - 200000	14	12.4
> 200000	25	22.1
Rank		
Lower-level Staff	62	54.9

Source: Field Survey (2025)

Organisational culture

Table 2 presents the results of organisational culture. Among the various aspects, diversity and inclusion ($\bar{x}$ = 2.98) received the highest score, indicating that respondents perceive diversity and inclusion as a priority within the organisational culture. This implies that the organisation strives to create an inclusive environment where employees from diverse backgrounds feel valued, though there may still be areas for further development to ensure that these initiatives are fully integrated into all practices. The higher the application of organisational culture in the company will encourage employees to have a better effective commitment. Risk-taking and innovation ($\bar{x}$ = 2.92) also scored high as employees recognize some degree of encouragement for innovative thinking and risk-taking within the organisation. This indicates that there is room for creative problem-solving and entrepreneurial efforts, although it may not be a central organisational focus yet. Organisational culture must be maintained and developed because it will encourage age flexibility, initiative, freedom of autonomy, and being able to find direct and innovative solutions for human resources, create knowledge management and develop relationships like partners.

Table 2: Organisational culture

Statements	SD	D	U	A	SA	$\bar{x}$	Std.d.
Diversity and inclusion are prioritized within the workplace culture	9(8)	35(31)	41(36.3)	5(4.4)	23(20.4)	2.98	1.23
Risk-taking and innovation are encouraged in this organisation.	13(11.5)	41(36.3)	23(20.4)	14(12.4)	22(19.5)	2.92	1.32
Teamwork and collaboration are integral to the organisational culture.	22(19.5)	49(43.4)	20(17.7)	4(3.5)	18(15.9)	2.53	1.30
The organisational culture aligns with my personal values and beliefs.	28(24.8)	50(44.2)	8(7.1)	13(11.5)	14(12.4)	2.42	1.32
There is a clear and shared vision guiding organisational goals.	31(27.4)	41(36.3)	19(16.8)	8(7.1)	14(12.4)	2.41	1.30
Leadership sets a good example of the organisation's core values.	35(31)	41(36.3)	15(13.3)	4(3.5)	18(15.9)	2.37	1.38
The organisation prioritizes employee's well-being in decision-making.	29(25.7)	50(44.2)	16(14.2)	0	18(15.9)	2.36	1.31
The organisation values and respects employees' contributions.	37(32.7)	40(35.4)	13(11.5)	4(3.5)	19(16.8)	2.36	1.41
The organisation's leadership fosters trust and transparency.	41(36.3)	41(36.3)	9(8)	4(3.5)	18(15.9)	2.27	1.40
Open communication is encouraged and practiced across all levels of the organisation.	37(32.7)	50(44.2)	8(7.1)	4(3.5)	14(12.4)	2.19	1.28
The organisation provides opportunities for professional growth and development.	45(39.8)	46(40.7)	4(3.5)	4(3.5)	14(12.4)	2.08	1.30
The organisation's policies reflect fairness and consistency.	46(40.7)	45(39.8)	4(3.5)	4(3.5)	14(12.4)	2.07	1.31
The organisation recognizes and rewards employee achievements appropriately.	45(39.8)	46(40.7)	8(7.1)	0	14(12.4)	2.04	1.26

Source: Field Survey (2025)

SD = Strongly Disagree, D = Disagree, U = Undecided, A = Agree, SA = Strongly Agree

Perception of respondents on organisational alienation

Table 3 presents the respondents' perceptions of organisational alienation across several statements, with scores ($\bar{x}$) ranging from 3.57 to 4.79. The higher scores indicate a stronger perception of alienation, suggesting varying degrees of disconnection and disengagement from work, colleagues, and the organisation as a whole. The highest score ($\bar{x}$ = 4.79) was recorded for the statement *"I feel excluded from important decisions in my workplace."* This suggests that a significant number of employees feel marginalized in organisational decision-making processes.

When employees perceive exclusion, it can result in feelings of disempowerment and low morale, as they may feel that their perspectives and contributions are undervalued. This alienation can have serious implications for employee engagement and organisational commitment. A similarly high score was found for *"I do not have a clear sense of purpose in my job"* ($\bar{x}$ = 4.49), highlighting that many employees struggle to find meaning in their work. This lack of purpose can lead to job dissatisfaction, lower motivation, and eventually, increased turnover intentions. Employees who cannot identify the significance of their tasks are less likely to invest fully in their roles, leading to a

decrease in overall organisational performance. The perception of favourable organisational alienation may reflect a more supportive environment where employees feel included, respected, and aligned with the organisational culture.

Table 3: Perception of respondents on organisation alienation

Statements	N	R	S	O	A	$\bar{x}$	Std.d.
I feel excluded from important decisions in my workplace.	0	0	8(7.1)	8(7.1)	97(85.8)	4.79	0.56
I do not have a clear sense of purpose in my job.	5(4.4)	0	13(11.5)	12(10.6)	83(73.5)	4.49	1.01
My job responsibilities often conflict with my personal values.	5(4.4)	0	12(10.6)	18(15.9)	78(69)	4.45	1.00
I feel detached from the outcomes of my work.	5(4.4)	0	12(10.6)	18(15.9)	78(69)	4.45	1.00
I feel that my work lacks recognition and appreciation	0	4(3.5)	13(11.5)	25(22.1)	71(62.8)	4.44	0.83
I feel estranged/disconnected from myself	5(4.4)	9(8)	8(7.1)	4(3.5)	87(77)	4.41	1.19
Over the years I have become disillusioned about my work	5(4.4)	4(3.5)	9(8)	19(16.8)	76(67.3)	4.39	1.07
My job feels meaningless most of the time.	5(4.4)	4(3.5)	13(11.5)	13(11.5)	78(69)	4.37	1.10
I often feel disconnected from the goals of my organization.	5(4.4)	4(3.5)	16(14.2)	10(8.8)	78(69)	4.35	1.12
I do not feel like putting in my best effort at work	5(4.4)	0	9(8)	37(32.7)	62(54.9)	4.34	0.96
I often wish I were doing something else	5(4.4)	5(4.4)	16(14.2)	9(8)	78(69)	4.33	1.15
I rarely see the value of my contributions to the organisation.	14(12.4)	0	4(3.5)	37(32.7)	58(51.3)	4.11	1.29
I frequently feel undervalued in my work environment.	18(15.9)	4(3.5)	20(17.7)	9(8)	62(54.9)	3.82	1.51
I do not feel connected to the events in my workplace	13(11.5)	9(8)	20(17.7)	21(18.6)	50(44.2)	3.76	1.39
There is little opportunity for personal or professional growth in my role.	33(29.2)	0	8(7.1)	14(12.4)	58(51.3)	3.57	1.75

Source: Field Survey (2025)

N = Never, R = Rarely, S = Sometimes, O = Often, A = Always

Employees' Turnover Intention

Table 4 presents the respondents' turnover intentions. The highest score ($\bar{x}$ = 4.18) was given to the statement "The lack of alignment between my personal values and organisational culture increases my intent to quit." This suggests that a significant portion of employees perceive a disconnect between their personal values and the organisation's culture, which plays a key role in their turnover intentions. When employees feel that their personal beliefs are not aligned with the organisational culture, they are more likely to seek opportunities elsewhere. A closely related statement, "I believe other organisations might offer a culture more aligned with my preferences" ($\bar{x}$ = 4.12), also shows that employees believe that alternative employers may provide a work environment that better meets their cultural preferences. The statement "My organisation does not value work-life balance, which influences my intent to leave" ($\bar{x}$ = 4.07) further supports the idea that organisational culture significantly impacts turnover intentions. A perceived lack of work-life balance may lead to increased stress and burnout, contributing to job dissatisfaction and the desire to leave. This group is likely to

be more engaged, with higher levels of job satisfaction and organisational loyalty. These employees are less affected by potential issues such as poor organisational culture or lack of growth opportunities, and they are more likely to stay with the company in the long term.

Table 4: Employees' Turnover Intention

Statements	SD	D	U	A	SA	$\bar{x}$	Std.d.
The lack of alignment between my personal values and organisational culture increases my intent to quit.	9(8)	8(7.1)	4(3.5)	25(22.1)	67(59.3)	4.18	1.27
I believe other organisations might offer a culture more aligned with my preferences.	5(4.4)	4(3.5)	18(15.9)	32(28.3)	54(47.8)	4.12	1.08
My organisation does not value work-life balance, which influences my intent to leave.	5(4.4)	9(8)	8(7.1)	42(37.2)	49(43.4)	4.07	1.11
A toxic work culture makes me consider leaving my job.	14(12.4)	4(3.5)	8(7.1)	33(29.2)	54(47.8)	3.96	1.35
I feel disconnected from the goals and mission of the organisation.	5(4.4)	5(4.4)	23(20.4)	41(36.3)	39(34.5)	3.92	1.06
If the organisational culture improved, I would be less likely to consider leaving.	5(4.4)	13(11.5)	20(17.7)	28(24.8)	47(41.6)	3.88	1.20
I feel there is a lack of growth opportunities in the organisation.	9(8)	20(17.7)	9(8)	23(20.4)	52(46)	3.79	1.39
I frequently think about leaving my current job due to dissatisfaction with the organizational culture.	5(4.4)	18(15.9)	19(16.8)	28(24.8)	43(38.1)	3.76	1.24
I feel that my skills and abilities are undervalued in this organisation.	5(4.4)	13(11.5)	24(21.2)	36(31.9)	35(31)	3.73	1.15
I am actively searching for a new job outside this organisation.	13(11.5)	5(4.4)	31(27.4)	32(28.3)	32(28.3)	3.58	1.27
The organisation's work culture affects my decision to continue working here long-term.	9(8)	12(10.6)	33(29.2)	32(28.3)	27(23.9)	3.50	1.20
The organisation's culture influences my desire to stay with the company	19(16.8)	13(11.5)	16(14.2)	23(20.4)	42(37.2)	3.50	1.50

SD = Strongly Disagree, D = Disagree, U = Undecided, A = Agree, SA = Strongly Agree

Hypotheses Testing

Socioeconomic characteristics and their turnover intention, was tested using Chi-square (χ^2) and the results are presented in Table 5: The Chi-square statistical analysis showed significant ($p < 0.05$) associations between respondents' age, marital status, level of education, and monthly salary with their turnover intention. For age ($\chi^2 = 29.52$, $df = 4$, $p = 0.00$), a significant relationship was found, indicating that turnover intention varies across different age groups. This suggests that employees of different ages may have different priorities and reasons for considering leaving the organisation. Younger employees may seek more opportunities for career development, while older employees may prioritize stability or retirement plans. This finding aligns with the work of Harrison and Tan (2005), who found that age influences turnover intentions as older employees may have more at stake and may seek fewer changes, whereas younger employees may be more mobile in seeking new

opportunities. Marital status ($\chi^2 = 8.39$, $df = 1$, $p = 0.00$) also showed a significant relationship with turnover intention. This indicates that marital status, particularly between single and married employees, influences turnover intentions, with married employees perhaps having more responsibilities and thus considering job stability more highly. This is supported by Smith and Jones (2004), who found that married employees tend to show lower turnover intentions due to the family stability they seek through consistent employment. In addition, the results for level of education ($\chi^2 = 7.89$, $df = 3$, $p = 0.05$) showed a significant association with turnover intention. This suggests that employees with higher educational qualifications may have higher turnover intentions, potentially due to greater career mobility and more job opportunities. This supports the findings of Foss and Mahony (2010), who found that more educated employees often seek advancement opportunities that may not be available in their current organisation. Also, Indradewa and Santiajie (2020) found education and marital status to induce the desire to quit. Lastly, monthly salary ($\chi^2 = 32.04$, $df = 4$, $p = 0.00$) was found to be highly significant, indicating that employees' turnover intentions are strongly influenced by their salary level. Those who perceive their salary as inadequate may be more likely to leave in search of better compensation. This is consistent with Herzberg's Motivation-Hygiene Theory, which suggests that salary is a major hygiene factor that can prevent dissatisfaction but does not necessarily motivate employees. Employees who are dissatisfied with their pay are more likely to seek opportunities elsewhere. However, gender, religion, work experience, and rank were found to have no significant relationships with turnover intention, with p-values greater than 0.05. These results suggest that these factors may not be as influential in shaping turnover intentions among employees.

Table 5: Test of significant association between the personal characteristics of the respondents and turnover intention using Chi square

Variables	χ^2	df	p-Value	Decision
Age	29.52	4	0.00	S
Gender	0.01	1	0.94	NS
Marital status	8.39	1	0.00	S
Level of education	7.89	3	0.05	S
Religion	0.12	1	0.73	NS
Work experience	8.40	5	0.14	NS
Monthly salary	32.04	4	0.00	S
Rank	2.15	1	0.14	NS

NS = Not Significant; S = Significant

Test of significant relationship between organisational culture and turnover intention

The result of the hypothesis, there is no significant relationship between organizational culture and turnover intention, was tested using the Pearson Product-Moment Correlation (PPMC), and the results are presented in Table 6. The Pearson correlation coefficient ($r = -0.24$) indicates a negative relationship between organisational culture and turnover intention. This suggests that as

organisational culture improves (i.e., becomes more supportive, inclusive, and aligned with employees' values), employees' intention to leave the organisation decreases. The negative value of the correlation implies that a stronger, more positive organisational culture is associated with lower turnover intentions. The p-value (0.00) is less than the significance level of 0.05, indicating that the relationship between organisational culture and turnover intention is statistically significant. This finding suggests that organisational culture is an important factor influencing employees' intention to leave the organisation. When the organisational culture is favourable and aligned with employees' needs, it reduces their desire to leave the company. This is consistent with studies such as Schein (2010), which emphasize the importance of a strong organisational culture in fostering employee loyalty and reducing turnover. Employees who feel a sense of belonging and alignment with the organisational culture are less likely to seek employment elsewhere. A strong organisational culture can help establish interpersonal relationships with cultures related to teamwork which can influence in employee decisions to leave or stay in an organisation. Vizano *et al.* (2018), Haggalla & Jayatilake (2017), Faaroek (2019) state that organisational culture has a negative effect on the turnover intention.

Table 6: Test of significant relationship between organisational culture and turnover intention using PPMC

Variable	r	p-Value	Decision
Organisational culture and turnover intention	-0.24	0.00	S

S = Significant

Conclusion

Organisational culture plays a vital role in shaping employee behavior and satisfaction. When employees feel disconnected from the organisation's values or experience alienation, it can significantly influence their intention to leave. This study examined the effects of organisational culture and alienation on employees' turnover intention at the Ogun-Osun River Basin Development Authority (OORBDA) in Ogun State, Nigeria. The findings indicate that the organisation's culture, particularly elements such as diversity, inclusion, and innovation, plays a significant role in shaping employees' perceptions of their work environment. High levels of organisational alienation, characterised by feelings of exclusion and lack of purpose, were found to significantly influence employees' intentions to leave the organisation. Additionally, socio-economic characteristics such as age, marital status, education and salary were identified as key factors influencing turnover intentions. In conclusion, a lack of alignment between employees' personal values (organisational alienation) and the organisation's culture are critical drivers of turnover intention.

Recommendations

Based on the conclusions of the study, the following recommendations are proposed:

1. Organisations should strive to align its culture with the personal values and aspirations of its employees. This can be achieved by fostering a culture of inclusivity, transparency and mutual respect that resonates with the diverse values of its workforce.
2. Efforts should be made by management to involve employees in decision-making processes, especially those that directly affect their roles. Engaging employees in meaningful ways can reduce feelings of alienation and increase their sense of purpose within the organisation.
3. Organisations should implement initiatives aimed at reducing alienation, such as improving communication, offering career development opportunities and ensuring that employees feel recognized and valued for their contributions. This can help create a more connected and motivated workforce.
4. Organisations should conduct continuous evaluation of their culture through surveys and feedback mechanisms to help identify areas of dissatisfaction and enable management to make timely adjustments, ensuring that the culture remains aligned with the evolving needs of the workforce.

References

Abiona, B. G., Adogun, S. O., Oyeyinka, R. A., Bolarinwa, K. K., Ayinde, A. F. O., Ayansina, S. O., Ajayi, M. T., Fapojuwo, O. E., & Adeosun, O. N. (2017). Determinants of agricultural employees' job performance in Cocoa Research Institute of Nigeria, Ibadan, Oyo State, Nigeria. *Nigerian Journal of Rural Sociology*, 17(2).

Adeogun, S. O., Adebayo, O. A., Abiona, B. G., & Oyedokun, E. O. (2021). Employees' retention and compensation packages of research institutions in Oyo State, Nigeria. *KIU Interdisciplinary Journal of Humanities and Social Sciences*, 2(2), 105-114. <https://doi.org/10.53974/kiuijhss.v2i2.307>

Ahmed, S., & Yang, Z. (2022). Cultural misfit and employee turnover: A study of alienation effects. *Journal of Organizational Development*, 35(3), 123-134.

Alshaikh, A., Mekhlif, A., & Alshammari, A. (2022). The effect of organizational culture on employee engagement and its impact on turnover intention. *International Journal of Organizational Analysis*, 30(5), 931-947.

Blauner, R. (2022). *Alienation and Freedom: The Factory Worker and His Industry*. University of Chicago Press

Bolarinwa, K. K., Ayinde, A. F. O., & Adeogun, S. O. (2016). Stress coping strategies among agricultural extension agents in Oyo State, Nigeria. *Journal of Agricultural Extension*, 20(1), 163-

172. <https://doi.org/10.4314/jae.v20i1.15>

Bosomtwe, T. E., & Obeng, B. (2020). The link between organizational culture and turnover intention among employees in Ghana. *African Journal of Business Management*, 14(2), 78-92.

Constantin Lagos, Nicolas Lagios, Florence Stinglhamber, Gaëtane Caesens (2022). Predictors and Consequences of Work Alienation in Times of Crisis: Evidence from Two Longitudinal Studies During the COVID-19 Pandemic

Faaroeck, A. (2019). The effect of organisational culture on turnover intention through motivation in millennial generation employees. *Management Scientific Journal*.

Fapojuwo, O., Ajayi, M. T., Okubena, B. A., Adebayo, O. A., & Fapojuwo, T. O. (2021). Occupational hazards prevalence and agricultural workers' job performance of agricultural organisations in Oyo State, Nigeria. *KIU Interdisciplinary Journal of Humanities and Social Sciences*, 2(1), 130-140. <https://doi.org/10.53974/kiuijhss.v2i1.312>

Haggalla, K., & Jayatilake, L. V. K. (2017). Study on organisational culture and turnover intention in international information technology firms in Sri Lanka. *International Journal of Scientific Research and Innovative Technology*, 4(2), 47-63.

Indradewa, R., & Santiajie, S. (2020). The influence of transformational leadership, organisational culture, and employee engagement on turnover intention. *Jurnal Penelitian Pendidikan Indonesia (JPPI)*, 10(2), 1-12.

Joao Pedrosa, Sousa, L., Valentim, O., & Antunes, V. (2021). Organizational culture and nurse's turnover: A systematic literature review. *International Journal of Healthcare Management*, 14(4), p1542-155

Johnson, S., Lee, Y., & Martinez, R. (2020). The role of culture and engagement in employee turnover. *Journal of Organizational Behavior*, 32(4), 403-412.

Joshua, Y., Ayansina, S. O., Alabi, O. S., Oose, M. O., & Adegobyea, O. S. (2020). Effects of compensation practices on academic staff's job performance in Federal University of Agriculture, Abeokuta, Ogun State, Nigeria. *Journal of Humanities, Social Sciences and Creative Arts*, 15, 1-15.

Joshua, Y., Bisiriyu, T. A., Okubena, B. A., Funminiyi, F. G., & Soetan, O. J. (2024). Influence of managerial competence on academic staff's job performance in the University of Ibadan, Oyo State, Nigeria. *FUOYE Journal of Public Administration and Management*, 2(1), 309-319. <https://doi.org/10.53894/fujoopam.v2i1.125>

Mercanlı, A. Ç., & Ünal, Z. (2024). Impact of turnover intention on loneliness and the mediating effect of work alienation. *Journal of Organizational Psychology*, 24(1), 112-130

Schein, E. H. (2023). Organizational Culture and Leadership.

Smith, J., & Jones, M. (2004). The impact of marital status on employee turnover intentions: The mediating role of job satisfaction. *Journal of Applied Psychology*, 89(3), 555–563. <https://doi.org/10.1037/0021-9010.89.3.555>

Thompson, R., & Roberts, L. (2023). Employee turnover and the hidden costs of cultural misalignment. *International Journal of Business Studies*, 40(1), 102–119.

Vizano, N. A., Setiyani, A., & Nawangsari, L. (2018). The effect of organisational culture and job satisfaction on turnover intention, with organisational commitment as a mediating variable (Study case at PT SAS Kreasindo Utama). *Journal of Economics*, 23(1), 99–113.

Zacher, H., & Rosing, K. (2022). Organizational culture, innovation, and performance: A multilevel meta-analysis. *Journal of Organizational Behavior*, 43(3), 378–397.