

UNIVERSITY OF EDUCATION, WINNEBA

**ORGANIZATIONAL CULTURE, JOB SATISFACTION, AND TURNOVER
INTENTIONS: THE CASE OF THE ASSEMBLIES OF GOD ORGANIZATION,
GHANA.**

DANIEL KWESI KOOMSON

MASTER OF BUSINESS ADMINISTRATION



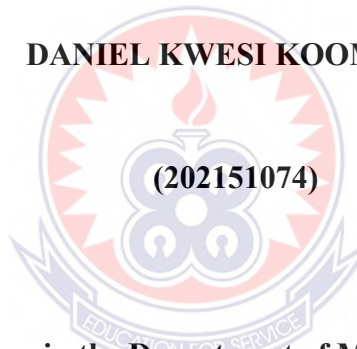
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INTENTIONS: *THE CASE OF ASSEMBLIES OF GOD ORGANIZATION,
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(202151074)



**A Dissertation in the Department of Management Science,
School of Business, submitted to the school
of Graduate Studies, in partial fulfilment**

**of the requirements for award of the degree of
Master of Business Administration
(Human Resource Management)
in the University of Education, Winneba**

OCTOBER 2023

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this University or elsewhere.

Candidate's Signature Date.....

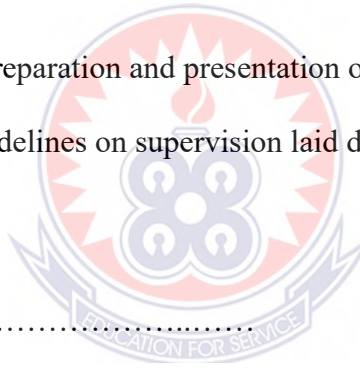
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Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision laid down by the University of Education, Winneba.

Supervisor's Signature..... Date.....

Supervisor's Name: Dr. Abdul-Kahar Adam



DEDICATION

This dissertation is dedicated most to my beloved wife Mrs Theresa Koomson and my four children Samuel Olivet Koomson Jr, Nathaniel Kojo Nyameyee Koomson, Naana Enobah Koomson, and Daniel Paa Kow Koomson Jr.



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I would first of all appreciate my supervisor, Dr Abdul-Kahar Adam for his support, encouragement and guidance in helping put this work to its current state. I am most grateful to him for his constructive criticism to every detail of this dissertation.

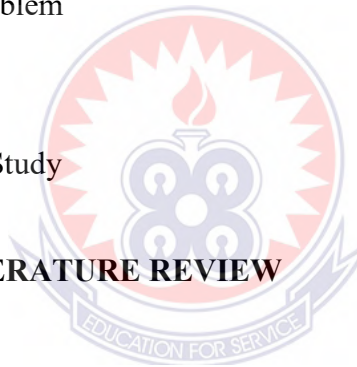
Also, I am thankful to the Executive Officers and Members of the Assemblies of God, Ghana as well as all the employees of the Assemblies of God Ghana for allowing me to collect data for this study. I am most indebted to all respondents who made themselves available to respond to the questionnaires.

Finally, I am grateful to all individuals unnamed, who helped in diverse ways to the successful completion of this dissertation.



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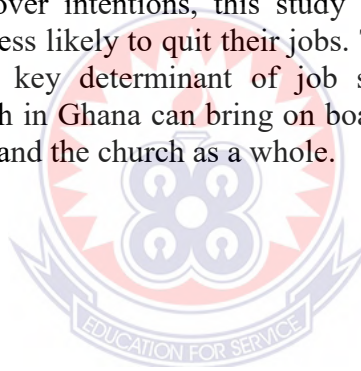
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ABSTRACT

The present study examined the relationship among organizational culture, job satisfaction and turnover intentions among the employees of the Assemblies of God, church in Ghana. Four research objectives were investigated. First to explore the key determinants of organizational culture, job satisfaction, and turnover intentions among employees of the Assemblies of God church in Ghana. Second, to assess the effect of organizational culture on job satisfaction among employees of the Assemblies of God organization in Ghana. Third, to assess the effect of job satisfaction on turnover intentions among employees of the Assemblies of God organization in Ghana, and to investigate the mediating effect of job satisfaction on the link between organizational culture and turnover intentions among employees of the Assemblies of God organization in Ghana. The study employed the quantitative approach. A structured questionnaire was used to gather data from 100 employees of the Assemblies of God organization Ghana. The data was then processed using the IBM SPSS Statistics. Both descriptive and inferential statistics were used to address issues in the study. The study found out or revealed that a positive organizational culture significantly enhances employee's job satisfaction levels. On the other hand, due to the negative correlation observed between job satisfaction and turnover intentions, this study ascertains that as job satisfaction increases, employees are less likely to quit their jobs. Thus, it is recommended that since teamwork emerged as a key determinant of job satisfaction, the overseers of the Assemblies of God Church in Ghana can bring on board some initiatives that encourage collaboration among staff and the church as a whole.



CHAPTER ONE

INTRODUCTION

1.0 Introduction

The subject of organizational culture attracted much attention in the 1980s and early 1990s as management scholars explored the reasons behind the failure of U.S. firms in competing with their Japanese counterparts (Ojo, 2010). Sawner (2000) posits that an organization's culture is considered an important factor affecting organizational success or failure. The culture of an organization offers employees a sense of direction, guidance, and expectations to help them understand their unique contributions and collective roles and responsibilities within the organization. Researchers have developed different definitions of organizational culture. In spite of these differences, the majority of researchers agree that organizational culture consists of a combination of values, beliefs, assumptions, and underlying interpretive processes that characterize an organization (Bligh & Hatch, 2011). In recent years, many scholars have explored the concept of organizational culture (Bedon & Mourik, 2016).

The organization's sense of uniqueness forms the main aspect of its organizational culture. This includes its aims, goals, vision, mission, values, and main ways of working and establishing shared beliefs (Cameron & Quinn, 1999). These elements provide a notion of the complexity of organizational culture and a significant number of typologies and conceptualizations in the literature that have been proposed. Against this backdrop, Narayana (2017) indicates that it helps create a good effect on the attitudes and behaviors of employees to help achieve the goals of the organization. Organizational culture, according to Padhi (2017), serves as a unifying force for

employees and promotes better understanding, better coordination, and less conflict. This establishes the significant role organization's culture plays in the job environment.

Therefore, the wake to keep workers of an organization satisfied has been a topic of discussion by scholars in recent years. Organizations have now taken steps to meeting the needs of their workers (Johnson, 2020). This introductory chapter discusses the background of the study, the problem statement, research objectives and questions, the significance of the study, delimitation, and organization of the study.

1.1 Background of the Study

The success or failure of many organizations largely, depend on the availability and sustainability of the right caliber of human resource at the right time and right place (Bedon & Mourik, 2016). Staffing and maintaining well-trained and committed employees in an organization is the concern of management. Long-term relationship with trained and trusted employees with the organization not only to ensure continuity and sustainability of organizational culture at work place and also achieving organizational objectives in order to controlling organization's expenses on frequent recruitment, selection and training of new employees on the one hand and providing motivation on the other hand at the workplace (Ali, 2011).

One of the most critical problems an organization may face irrespective of the nature and type of organization is employee's turnover. This is frequently held accountable for organizational ills and, on some occasions, praised for creating positive qualities (Baker, 2004; Shani, & Lau, 2008). Scholarship has also indicated that on the organizational level effects, the impact of organizational culture on key employee attitudes is well documented (Cameron, & Quinn, 2011). Persistent turnover intentions

are developed due to their job dissatisfaction at workplace (Ramadhani, 2014; Ayalew, 2015; Bedon & Mourik, 2016).

While available research has provided convincing evidence of the influence of organizational culture on organizational outcomes, some scholars have called for additional empirical research into the mechanisms through which organizational culture affects those outcomes (Gregory et al., 2009). Gregory *et al* again write, “one potentiality is that organizational culture influences the attitudes of employees which in turn induces or contributes to such organizational outcomes as the support employees believe is provided by the employer.” The satisfaction that the employees feel toward their job and any intentions the employee may have to leave the organization (Mauseth, 2008; Siehl and Martin, 1990).

The foregoing grants us the opportunity to believe that there is a strong relationship between organizational culture, job satisfaction and employee’s turnover intentions reported in extant literature. However, some studies have revealed contrary results by either weak association or no association (Medina, 2012). Reukauf (2018) in particular, found no relationship between intrinsic variables of Job satisfaction and turnover intentions. Again, studies of these nature are yet to be conducted in the Ghanaian setting, especially among Ghanaian Pentecostal fraternity. Hence, the significance of the current study on organizational culture, job satisfaction, and turnover intentions in Assemblies of God, Ghana.

1.2 Statement of the Problem

The contemporary world of Business is beset with the large exodus of skilled labour leaving one job for another and with them the knowledge and technical expertise

that is needed for the smooth running of an organization (Dorance, 2014). Moreover, mostly these movements create potential costs to organizations in terms of valuable human resources and the disruption of ongoing activities (David & Venatus, 2019). This phenomenon has become a worldwide issue that has confounded many organizations and business entities, researchers, and practitioners of Human Resource Management. Bedon & Mourik, 2016, Johnson 2020, and Reudauf 2018, indicate that currently, employee turnover intentions permeate most of the organizations in both developing nations.

CIPD (2019) survey report on employee turnover rate in 2018 in UK, indicates that the nationwide turnover rate was 18.1 percent. The report further specifies that employees' turnover varies from sector to sector. On the average, the turnover for the public sector was 13.3 percent while it was 22.6 percent for the private sector respectively across nations. It was again revealed in studies conducted by Sisaski et al (2019) that, the relationships of colleagues and work environment have positive results on job satisfaction. In respect of this, Agbitor (2021) writes, "if the organizations will provide a good working environment and assist in creating pleasant coworker relationships among workers, it can enhance job satisfaction." He further indicates, "the level of salary and job satisfaction does not affect the turnover intention directly but the level of salary and job satisfaction indirectly affects the turnover rate of employees."

Even though scholars Ayalew (2015) and Xu et al, (2018) have found a positive relationship between job satisfaction and turnover intention, such studies are very limited in the Ghanaian context particularly in the ecclesia settings or traditions. Moreover, studies conducted by Sisaski, Serenko, Sato & Palvia, (2019), Xu et al., (2018), Ramadhani (2014), and Mahdi et al., (2012) investigated into job satisfaction and

turnover intentions focused on the relationships, determinants, and factors influencing job satisfaction without paying attention to how organizational culture could serve as the catalyst to influence employees' intentions to leave an organization.

Furthermore, a few other studies conducted in Ghana focused on the effect of leadership (Osei-Adjei, 2019) and job characteristics (Jankeitey, 2018) on job satisfaction. Additionally, none of these studies explored the ecclesiastical settings, which have well-established organizational structures and recognized cultures with numerous employees. This creates a significant gap in research, making it relevant to conduct the present study. The situation is the same within the Assemblies of God Ghana.

In the documented report by the Executive Presbytery of the Assemblies of God, Ghana, it is evident that every year some pastors leave the organization to join other organizations, while pastors from different Christian organizations also apply to join Assemblies of God Ghana. The researcher is curious about the factors motivating these intentions, especially those who want to leave AG Ghana. Could it be attributed to the organizational culture of the Assemblies of God Ghana or the job satisfaction level of the employees? The researcher is unaware of any research conducted within the Assemblies of God Ghana fraternity to uncover this. Therefore, the present study aims to fill these gaps by investigating the effects of organizational culture on job satisfaction and subsequent turnover intentions among the employees of the Assemblies of God Ghana.

1.3 Research Objectives

The main objective of this study is to examine the nexus among organizational culture, job satisfaction, and turnover intentions among employees of the Assemblies of God church in Ghana.

Specifically, the study will:

1. assess the effect of organizational culture on job satisfaction among employees of the Assemblies of God church in Ghana.
2. assess the effect of job satisfaction on turnover intentions among employees of the Assemblies of God church in Ghana.
3. investigate the mediating effect of job satisfaction on the link between organizational culture and turnover intentions among employees of the Assemblies of God church in Ghana.

1.4 Research Questions

In order to attain the specific research objectives, answers would be sought for the following specific research questions:

1. What are the key determinants of organizational culture, job satisfaction, and turnover intentions among employees of the Assemblies of God church in Ghana?
2. How does organizational culture influence job satisfaction among employees of Assemblies of God, Ghana?
3. To what extent does job satisfaction influence turnover intentions among the employees of Assemblies of God, Ghana.
4. To which extent does job satisfaction mediate the relationship between organizational culture and turnover intentions among employees of Assemblies of God, Ghana?

1.5 Significance of the Study

Considering the nature of the present study, findings from the study will be of great importance not only to unit chosen for the present study but also many stakeholders

in the Ghanaian Ecclesiastical organizations. In the first place, it is expected that the findings from this study will provide insights for the management of Assemblies of God Ghana. This will help them to make informed decisions as to how to manipulate the predictors of the effect of organizational culture on job satisfaction in order to control the quitting intentions of their employees at the workplace. Second, this study serves as a source of literature concerning the effects of organizational culture on job satisfaction and turnover intentions.

In addition, the findings from the current study may be useful for human resource practitioners as it would provide them with valuable information about the measurement of the instrument of the constructs and how these constructs could be manipulated to produce a desired state of output in work environment. More importantly, the study serves as a source of valuable literature concerning the effect of organizational culture, job satisfaction and turnover intentions which could be inferred by future researchers. Last but not the least, the study may provide information that may contribute to theory building or justify existing supporting theories (considered in this study) in the African context at large and the Ghanaian context in particular.

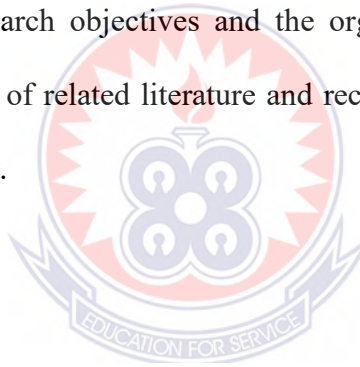
1.6 Organization of the Study

The present study is divided into five main chapters. Chapter one serves as a general introduction to the entire study, which includes the background, problem statement, objectives, research questions, significance of the study, and the organization of the study. Chapter two provides a detailed review of related literature of the current state of research on the subject under study with emphasis on a theoretical framework as well as an empirical analysis of the study. In chapter three, comes to outline the

methodology of the study, which includes population, research design, sampling and sampling procedures, sources of data, data collection and procedures for the presentation and analyses of data. Chapter four comes to analyze and discuss the results of the study while the final chapter which is chapter five summarizes, and offers recommendations and conclusion to the study.

1.7 Chapter Summary

The first chapter of the current study has provided us a general outlook of the entire dissertation. It has given us the opportunity to have a fair view of the background to the subject matter under study, problem statement, significance of the study as well as the research objectives and the organization of the study. The next chapter provides a review of related literature and recent scholarly works on the subject matter of the present study.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Cloutier, Felusiak, Hill & Pemberton-Jones (2015) indicates that, in this current era of the new world of work, retaining employees has become essential to the sustainability, profitability and overall growth of an organization. Similarly, Qazi & Shafique, (2015) also posit that, understanding the forces or indicators that play important role in an employee's contemplation of existing an organization is imperative to addressing economic and social costs to an organization. Hunt (2014) also said, connected an absence of job satisfaction to workers turnover intentions.

As indicated in the summary of the previous chapter, the focus of this chapter therefore attempts to review existing and related literature on the subject matter of this project in order to identify gaps in existing literature. It primarily outlines arguments made by prior researchers in respect of the constructs (organizational culture, job satisfaction and turnover intentions from different perspectives) under study. The chapter opens discussions on the relevant theories that underpin the study and have been adopted in extant literature to expand knowledge in the field. This chapter can be distinguished from earlier works with respect to the interactions with relevant empirical literature identified and examined to provide analysis of the gaps the study is proposed to fill.

2.1 Research Framework

2.2 Conceptual Review

This section reviews attempts to enhance our understanding of the constructs chosen in the current study. These are organizational culture, job satisfaction, and its dimensions as well as turnover intentions. First, definitions of job satisfaction would be addressed and then followed by its application. Turnover intentions would also be discussed relating its significance to the public sector organizations.

2.3 The Concept of Job Satisfaction

The concept of job satisfaction originated from research in the 1930's (Girma, 2016). One of the key reasons job satisfaction has caught the attention of researchers in recent times is because of its link to employee turnover (Li *et al.*, 2016). The concept job satisfaction undoubtedly may be the most studied topic in the area of the behavioural sciences according to Judge and Church (2001). This a concept has been extensively researched by scholars, but no definite conclusion has been reached with regards to a single definition. Mete and S kman (2017) assert, "it is the position of an intersection for several theories and models that explain the individual attitudes and behaviours in an organization. In respect of this, Williams and Hazer (1986) define job satisfaction as employee emotion and affection responses to his/her job characteristics.

Job satisfaction therefore is the individual's attitude towards the various aspects of their job and the job in general Rogers et al (1994). Tovey and Adams (1999) indicated that relevant dimensions of job satisfaction appear to be situational and depending on the particular characteristics of the work environment and on the period in which the studies took place. Jobs provide many sources of satisfaction. They ensure economic stability,

provide social interaction, and offer reinforcement contingencies that enhance self-efficacy (De Witte, 1999). Basak and Calisir (2015) join the argument by adding that, factors that affect an employee's job satisfaction could be internal and external. In the candid opinion of Shukla, Adhikari, and Ray (2016), job satisfaction is defined as the extent to which an employee expresses content with the features of his or her job. In much the same line of argument, Masum et al (2016) assert that, personal feelings and the outward demonstration of those feelings is another angle job satisfaction could be defined. Karabina (2016) offers a definition that attempts to incorporate Herzberg's two-factor dimensions, feelings of satisfying and dissatisfying in relationship to the job. Employee satisfaction is very critical to the sustainability of an organization.

Considering all the perspectives from which job satisfaction has been defined by scholars, one central theme that permeates through all of them is the fact that there is personalization of feelings by the employees about their jobs. However, it could be deduced from the above definitions that job satisfaction is evident when employees demonstrate their highest level of skill on a job in an organization (Che Nawi et al., 2016). Che Nawi et al maintain, increased employee job satisfaction leads to increased customer satisfaction and ultimately leading to greater potential for organizational profitability and tenure.

One important subject matter that has engaged the attention of scholars regarding the concept of job satisfaction is the factor(s) that influence job satisfaction. Studies have demonstrated that, many factors influence the perception of an employee's satisfaction with the job. Basak (2015) found out in a study that there are internal and external factors such as gender, management style, and organizational culture influence job satisfaction.

Ileri (2016) also found out in a study that, an increase in employee job satisfaction correlates to intrinsic factors. In a related development, Arshadi and Damiri (2013) analyzed responses from employees from an Iranian drilling company and found that, there is a strong relationship between stress on the job and turnover intentions. Therefore, Pagan (2013) suggest that, a simple adjustment to a job may be enough to change an employee's job satisfaction increase.

The evidences gathered so far from the foregoing, give credence to the fact that, managers can decrease turnover intentions through analyzing the causes of employee job satisfaction and initiating actions to reduce the turnover rate in all organizations (Agbitor, 2021). In respect of this, Kalifa, Ololo, and Tafese, (2016), concluded in a study that the longer an employee works for an organization, the less the employee considers leaving the organization. On account of this, professionals working in an organization have the opportunity to decrease turnover intentions by increasing job satisfaction by every means possible.

As it was revealed in a study in the Singapore Childcare, industry that, practices initiated and demonstrated by human resource professionals within an organization correlate to turnover intentions (Pek-Greer, Wallace & Al-Ansaari, 2016). Recommendations made to this particular study outcome was that, a correlation between human resource practices with job satisfaction support the need of organizational policies and procedures to be employee-centric. Therefore, Williams & Owusu-Acheampong (2016) indicate that, human resource practices, including pay, training, and benefits influence employee job satisfaction and intent to leave an organization.

In addition, Yon, Kim, Ko and Pak (2016) are of the view that, there is a relationship between human resource practices and leadership styles to employee job satisfaction. Human resource practitioners can make good use of the results from the above studies to impact their practices and policies.

2.4 Factors Influencing Job Satisfaction in an Organization

Scholars such as Klassen, Usher, and Bong (2010), Anik, Akin, Norton, Dunn and Quidbach (2013), Sesanga and Garret (2005), Chen, Yang, Shiau and Wang (2006), Mansor and Tayib (2010), all found in their respective studies that, job satisfaction is influenced by many factors such as promotion, pay, supervisory support, team or group cohesion and job requirement. Similarly, Chang and Lee (2010), Mansor and Tayib (2010), and Anik et al (2013), found that organizational culture is a major determinant factor of job satisfaction; whereas Sesanga and Garrett (2005) also identified factors such as good remuneration and supervision, opportunity for promotion, co-worker's behavior, working conditions, and the nature of the job itself. Additionally, Chen et al (2006) also discovered in a study that factors such as organization vision, feedback and motivation, management system, working conditions, pay and benefits are equal influencers of job satisfaction.

In discussing Herzberg's Two Factor Theory, it was observed that employees' job satisfaction is influenced by factors (motivators) such as achievement, responsibility, advancement, growth and the work itself (Aziri, 2011); while factors (Hygiene factors) that cause job dissatisfaction are company policies, supervision, interpersonal relations, salary, status, working conditions and job security. In another development, Hong Tan, Waheed, and Teek-Hing (2011), applied Herzberg's two-factor theory in a study to

examine what motivates sales personnel and the level of job satisfaction in the Malaysian retail industry. It was discovered through the study that, recognition, company policies, working conditions, and salary were the most significant factors in motivating sales personnel.

In another study conducted by Dorance (2014) to find out the possible reasons that could compel an employee to leave an organization, the results revealed that, salary, welfare, relationship with co-workers, career growth and working conditions were among the major factors for turnover intentions.

Still in another study, which seemed to find out what factors make the personnel of a Sudanese construction industry satisfied revealed that satisfaction with co-workers, satisfaction with supervisors, and satisfaction with pay, satisfaction with job advancement, satisfaction with work hours, satisfaction with fringe benefits and satisfaction job security were the most significant factors influencing job satisfaction (Long, Perumal & Ajagbe, 2012). This particular study brought to the fore, a combination of both the hygiene factors and the motivating factors proposed by Herzberg's two-factor theory. Therefore, major factors, which seem to resonate from all the studies reviewed, the following have been selected for further review, and examination in this current project. These are recognition, supervisor, co-workers, pay and organizational culture. From the above review, it could be observed that there seems to be a relationship between organizational cultures, job satisfaction, and turn over intentions. Among the factors that scholars believe are the possible reasons accounting for this are discussed below:

2.4.1 Pay

Money universally is deemed to influence behavior due to its reinforcing or inducing power. Money enables a person to satisfy basic needs such as food and shelter. It also allows a person to meet secondary needs such as travels, purchase a new car, buy new clothes etc. therefore, if an individual is able to alter his or her environment or improve standards of living, then pay or salary could have a positive relationship with satisfaction. Andre (2008) believes that, if employees' pay are fair with modest increments and fringe benefits, and they meet their basic needs, their behaviour will remain the same. Pay is therefore, a motivator for many employees initially, but it is not a powerful motivator in the long term. Tessema et al (2013) posit in this regard that, "for decade, pay has had an important role in attracting and retaining people at work and has increased in today's economic environment."

2.4.2 Supervisor Support

The role of a supervisor in a work environment cannot be over emphasized here as he or she is committed to enforcing the rules and regulations governing an organization's operations at the work place. Employees under the same rules and regulations but working in different departments of the same organization can perceive the same rules and procedures in different ways due to different supervisor's management styles (Agbitor, 2021). Scholarship has revealed that, the lack of supervisory support tends to increase in job stress and decrease satisfaction. Supervisors who support co-workers influence positively on job satisfaction (Kula and Guler, 2014).

2.4.3 Recognition

Tessema, Ready, & Embaye, (2013) indicate that recognition is the appreciation or approval of positive accomplishment or positive behavior of an individual. This includes small gestures that are important to employees. Conscious employees, who think about the acknowledgement of their jobs, are more confident with themselves and this contributes to job satisfaction. Research has shown that both financial and non-financial rewards have influenced positively in the job satisfaction and motivation of employees. Therefore, recognition of the achievements and contributions of employees in an organization is a perfect way to retain and enhance their talents in an organization in a highly competitive today's work environment (Conexion ESAN, 2015).

2.4.4 Co-workers

Harmonious relationship among employees at the work place is a type of interpersonal relationship based on two concepts: first, the leader-member relationship and second, co-workers' interactions. These relationships indicate how well the two parties coordinate with one another. Co-workers' attitudes also affect the relationship among the co-workers. Therefore, there seems to be a positive relationship between job satisfaction and co-workers interactions at the work place in an organization. This indicate that, the better the harmonious relationship between the leaders and subordinates, the higher the job satisfaction is (Lin & Lin, 2011).

2.5 Organizational Culture

The culture of an organization is its personality and character. Organizational culture is made up of shared values, beliefs and assumptions about how people should behave and interact, how decisions should be made and how work activities should be

carried out. Key factors in an organization's culture include its history and environment as well as the people who lead and work for it (Cameron & Quinn, 2011; Cameron & Quinn, 1999).

The best-known classification of types of organizational culture is the Competing Values Framework proposed by Kim Cameron and Robert Quinn. They identified four distinct types of organizational culture. Organizational cultures are categorized based on two types of competing values according to Cameron and Quinn. These are Flexibility versus Stability and an internal versus external focus. These are (1) Adhocracy culture which is dynamic, entrepreneurial created culture (2) Clan culture which is the people-oriented, friendly Collaborate Culture (3) Hierarchy culture which is the process-oriented, structured Control Culture and (4) Market culture which is the results-oriented, competitive Compete Culture.

Every organization has its own mix of these four organizational culture types, with one culture typically dominating. The larger the organization, the bigger the possibility that there may be more than one culture in the organization. This may be beneficial to the organization, but it may also be disadvantageous or challenging when attempting to have a cohesive culture in a regionally and globally dispersed organization (Cameron and Quinn, 2011). Let us have a look at each organizational culture type:

2.5.1 Adhocracy Culture

Adhocracy culture is a combination of the words „Ad hoc“ and bureaucracy. Therefore, organizations with an adhocracy culture are flexible and not repressed by bureaucratic procedures and policies. There is an emphasis on constant innovative and improvements, the pace is usually extremely fast, and the status quo, though it may be

working, will be challenged. Most modern technology companies such as Apple, Google, and Facebook are driven by adhocratic culture because it provides them the latitude to be innovative. This is critical to their brand and success in a market that is constantly changing and highly competitive.

2.5.2. Clan Culture

„Clan“ is a group of close-knit and interrelated families or group of people with a strong common interest. Clan cultures are common in small or family-owned businesses that are not hierarchical in nature. Employees in such organizations are highly valued regardless of their level and environments are supportive. Employees in clan cultures organizations are prioritized. This culture aims to work collaboratively in teams by making sure all employees feel like equals. They feel comfortable providing honest and open feedback. Apart from teamwork, there may be a strong emphasis on mentorship and apprenticeship as competencies and values are passed on from one generation to another. There is usual high employee engagement in this culture, which makes for excellent customer service.

2.5.3. Hierarchy Culture

The hierarchy culture is a prevalent corporate culture in many western societies. It is defined as established procedures, and levels of authority. Employees in such organizations know precisely where they fit in the chain of command- who is accountable to them, who they report to, and what the rules are. It is imperative in this culture to do the right thing. Duties are clearly defined, and operations tend to be streamlined. One criticism leveled against this type of organization is that, it may hinder employees from

being innovative, agile, and responsive to sudden changes in their markets and industry. They might lack the flexibility needed in today's and future markets.

2.5.4. Market Culture

Market culture is all about profit margins and staying ahead of the competition. It is results-oriented with a strong external focus to ensure customers are satisfied. Examples of organizations driven by a market culture in Ghana are the Electricity Company of Ghana, Ghana Water and Sewage Company, and the Media Houses. Having top-notch products or services is critical to the success of these organizations, so there is a constant demand to be more creative and get new or improved products to the market before their competitors. While this type of culture may secure the longevity of the business, employees often burn out from the high expectations and constant demand to produce. There may also be less emphasis on the employee experience or employee satisfaction (Agbitor, 2021, Jankeitey, 2018).

2.6 Organizational Culture and Job Satisfaction

The relationship between organizational culture and job satisfaction has frequently been demonstrated (Adkins & Caldwell, 2004; Bateman & Organ, 1983; Hinshaw & Atwood, 1979; Tzeng et al., 2000). Research from Egan et al., (2004), MacIntosh et al., (2010) and Lund (2003) suggested that certain elements of an organizational culture are more influential to job satisfaction than other elements. Odom et al. (1990) concluded that a bureaucratic organizational culture is not the most conducive for employee's job satisfaction. Strong organizational cultures appear to improve job satisfaction (Nystrom, 1993). However, Chang and Lee (2007) did not find any significant positive effects of organizational culture on job satisfaction. Meterko et al.

(2004) and Mulcahy and Betts (2005) have shown that building a constructive organizational culture might be beneficial to the job satisfaction of employees. This positive work environment contributes to the interaction of colleagues, and facilitates them in attaining high-order personal satisfaction and meeting organizational goals.

McKinnon et al., (2003) reported some strong associations between job satisfaction and organizational values of respect for people, innovation, stability and aggressiveness. Robbins (1996) purports that employees will be satisfied with their jobs when the organizational culture is congruent to their demands. For instance, employees with more autonomy and high achievement motives are more satisfied with their job in an organizational culture that is characterized by loose supervision and achievement rewarding.

Similarly, Gifford et al., (2002) proved a positive relationship between the job satisfaction of employees in organizations with a human relation culture, with an emphasis on trust, teamwork, leadership and morale. Mulcahy and Betts (2005) proved that an organizational culture transformation, marked by establishing a new team relationship, developing leadership and fostering respect, had positive effects on employees' job satisfaction. In much the same way, Azeze, Jayeoba, and Adeoye (2016) conducted an investigation on the nature of relationships and influence among employees' job satisfaction, turnover intentions, and organizational commitment among employees of Lagos State University. A total number of 320 employees of the University was randomly selected to respond to items on job satisfaction Scale (JSS) Turnover Intentions Scale (TIS) and Organizational Commitment Scale (OCS). The Pearson's Product Moment correlation coefficient and multiple regression analysis were adopted to

analyzed collected data. The results indicated that although there was a significant negative relationship between employees' job satisfaction and turnover intentions.

Jacob et al (2015) conducted a research as a matter of urgency for the government of Iraq to adopt effective strategies to prevent the rising turnover intentions rate of its doctors at the time. The study was captioned job satisfaction and turnover intention among Iraq doctors-descriptive cross-sectional multicenter study. The study indicated how doctors in Iraq expressed worry on the dissatisfied work. Utilizing descriptive cross-sectional and multistage sampling technique selected 576 doctors across 20 hospitals in Iraq. Respondents completed a self-administered questionnaire, which comprised socio-demographic information, work characteristics, the 10-item Warr-Cook-Wall job satisfaction scale, and one question on turnover intention. Multiple logistic regression analyses were conducted to identify significant factors affecting turnover intentions. Findings from this study revealed that over 50% of the doctors were actively seeking alternative employment, while expressing higher dissatisfaction for the job. In effect, job satisfaction and turnover intention showed significant negative connection.

Concerning the literature above, it has become evident that there are relationships between a variety of organizational aspects such as respect for people, facilitating supportive co-workers relationships and supervision, participation in decision making) belonging to the organization, and job satisfaction (Apker et al., 2003; Meterkoet al., 2004; Mulcahy & Betts, 2005; Neuhauser, 2002). Therefore, on the whole, it is assumed that a human relation culture will have a positive influence on the organizational culture, job satisfaction of employees and turnover intentions.

2.6.1 Theoretical Review

“A pattern of shared basic assumptions that the group learned as it solved its problems external adaption and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members of the organization as the correct way to perceive, think, and feel in relation to those problems” (Schein, 1992: 12).

2.6.2 Herzberg’s Dual-Factor Theory

Herzberg’s two-factor theory which is also known as motivation-hygiene theory serves as the foundation theory for the analysis of the relationship between job satisfaction, job dissatisfaction and the potential determinant for employees exiting an organization (David & Venatus, 2019). It is the theory that has been widely recognized by researchers as the theory best for job satisfaction (Naqvi, Kanwal, Ishtiaq & Ali, 2013). His study of employee’s attitude related to job satisfaction and job dissatisfaction, Herzberg, Mausner, & Snyderman (1959) led him and his colleagues to develop the motivation-hygiene theory, which presented a list of contributing factors to employee attitude about their work. In 1968, Herzberg continued his pursuit to understand employee attitude related to job satisfaction and dissatisfaction. From this, Herzberg propounded the two-factor theory as he identified two groups of factors that influenced employees’ attitude related job satisfaction, motivators (intrinsic factors) and hygiene factors extrinsic factors).

Motivational factors according to Herzberg referred to satisfiers whereas dissatisfiers referred to hygiene factors (Herzberg, 1974). He further indicates that achievement, recognition, responsibility, advancement, and opportunity for growth are key constructs of satisfiers, company policy, supervision, work conditions, salary, job

security, and interpersonal relations are hygiene factors (Ozguner & Ozguner, 2014). In respect of this, Herzberg's two-factor theory would be the main theoretical framework for the current study and constitute the main theory for comparative analysis. Chaudhury (2015) commenting on this said, job satisfiers are important for increasing motivation which eventually leads to greater productivity while job dis-satisfiers are not motivational, but lacking job satisfiers lead to job dissatisfaction. Kulchmanov & Kaliannan, (2014) attempt further to explain Herzberg's two-factor theory thus: Herzberg's study of engineers and accountants in Pittsburgh, Pennsylvania in the late 1950's revealed that factors causing job satisfaction are different from factors causing job dis-satisfaction (Herzberg, 1964).

Therefore, an absence of factors resulting in job satisfaction does not necessarily mean job dis-satisfaction; rather it means no job satisfaction. In much the same way, an absence of factors resulting in job dis-satisfaction does not also necessarily mean job satisfaction; it rather means no job dis-satisfaction. Therefore, an employee may be dissatisfied even when the intrinsic results are good. Good intrinsic results do not necessarily equate to an employee being satisfied. The same conclusion can be reached for extrinsic factors results; poor responses do not necessarily mean the employee is dissatisfied. Herzberg then conveniently concluded that, motivators influence long lasting employees performance results, which stands in contravention to the hygiene factors that lead to short-term employee performance and attitudes about the job.

Herzberg's two-factor theory thus remains as one of the most prominent foundations for studies of performance and motivation according to (Jarkas, Radosavljevic & Wuyi, 2014). It could be understood from the theory that, when

employees are satisfied with their job as a result of the job's characteristics, employees may feel reluctant to seek another job elsewhere. Johnson (2020) and David & Venatus (2019) claimed that, employee turnover intentions are much constrained when there is adequate perception of job satisfaction. Hunt (2014) also indicates that, a lack of job satisfaction is associated to employees leaving the organization.

2.6.3 Alderfer's ERG Theory

With regards to job satisfaction, the concept has been well explained by a good number of theories ranging from Maslow's hierarchy of needs, Herzberg's dual factor theory, the Existence, Relatedness and Growth (ERG) theory, to the Equity theory. Each of these theories holds on to different ideologies, presuppositions, and assumptions in explaining the idea of worker's job satisfaction. The Maslow's theory in particular, claims that individuals have some needs that arouse their behavior, and these needs are arranged in an order of importance/hierarchy from the basic physiological to the complex self-actualization needs. Maslow's theory also argue that, instances where the fulfillment of these needs are disrupted, the individual experiences de-motivate or dissatisfied. However, Herzberg's motivation-hygiene theory advocates that an individual's relation or attitude to work is fundamental and that one's attitude towards work can determine success or failure (David & Venatus, 2019).

Equally, Alderfer's ERG theory posits that all human needs can be accessed and satisfied simultaneously, rather than from bottom to top in a progressive manner as advanced by Abraham Maslow. Maslow indicates that, as basic needs are satisfied, employees are motivated to strive to satisfy a new need; whereas equity theory points attention to one role of job comparisons with those of another in determining satisfaction

(Ejiogu, 1992). In spite of these different sentiments of job satisfaction theorists, they all arrive at a conclusion that employees have needs, and that satisfactory job attitudes are function of correspondence between the needs of individuals and their job situation (Agbitor, 2021). In other words, it is agreed that when the features of a job commensurate the needs of employees, he or she will have job satisfaction. Notwithstanding, the positions of these scholars trying to connect their theories with job satisfaction, the one suitable for the current project is the Herzberg's Dual-Factor theory. The reasons for this decision would be discussed in subsequent chapters. Based on the foregoing, the researcher deems Herzberg's two-factor theory more appropriate to explaining the concepts and constructs chosen for the present study.

2.7 Empirical Review

2.7.1 Job Satisfaction and Employee-Turnover Intentions

It has become very challenging for human resource practitioners to cope with employee retention (Edet, Benson & Williams, 2017). By turnover intention, we mean the probability that an employee is likely to leave an organization identified by specific time periods according to Chao et al (2015). Turnover has a direct effect on an organization, so it is understandable why managers are concerned about it (Harrison & Gordon, 2014). U.S. Department of Labour Statistic (2014) report that, considering Small Business Administration (SBA) researchers claim that only one-half of new small business survive after five years; it is important therefore that management makes necessary changes to increase sustainability. On account of this, Agbitor (2021) suggests that, if business leaders in small organizations can understand factors motivating

employees to consider leaving the organization, there is the potential for business leaders to reduce turnover through a change in business practices.

As noted earlier, prior studies have consistently demonstrated that when the characteristics of working environment satisfy the needs of employees, they are more likely to feel a greater sense of obligation to remain in their organizations (Blau, 1964; Tett & Meyer, 1993; Carol & Richard, 2001; Nadiri & Tanova, 2010; Khanin et al., 2012; Bouckennooghe, Raja, & Butt, 2013). Specifically, Carol and Richard (2001) in a study conducted among 111 family employees from 70 family firms in the United States found that job satisfaction was negatively related to employee turnover intention. Recently, Tschopp et al. (2014) reported in their longitudinal study that an increase in job satisfaction was more strongly related to a decrease in turnover intention among 255 employees in the German and French-speaking parts of Switzerland.

Also, there is a string in some literature validating the assertion of the earlier authors that job satisfaction scores can explain employees' turnover intention or actual quits (Clark, 2001; Shields and Price, 2002; García-Serrano, 2004; Delfgaauw, 2007; Lévy-Garboua et al., 2007). Gill (2008) pointed out that employees in the hospitality industry that are laden with high level of trust will have higher levels of job satisfaction. Job satisfaction ultimately affects several other variables such as turnover intentions. Price and Mueller (1981) stated that job satisfaction has an indirect influence on profitability via its direct control over intent to leave. Therefore, the current study attempts to focus on whether organizational culture, employee job satisfaction and employee job dissatisfaction correlate to turnover intentions.

Employee job satisfaction is one construct that researchers have devoted much time into when studying turnover intentions. Most of the findings seems to establish a relationship between job satisfaction and turnover intentions. Johnson (2020) for example, conducted a study into the moderation effect of generational cohorts (Generation X, baby boomers, and millennials) on the relationship between job satisfaction and turnover intentions of registered nurses and surgeons in the U. S. He found out that, job satisfaction factors had significant relationship with turnover intentions. The study concluded that, as far as workers are satisfied with their job in the organization, the tendency to leave is low. In Johnson's study, factors job satisfaction were categorized into extrinsic and intrinsic factors and regressed against voluntary turnover intentions. It was thus concluded that, both extrinsic and intrinsic job satisfaction factors have a significant relationship with voluntary turnover intentions among Generation X and millennials. However, among baby boomers, the results showed that no relationship between intrinsic and extrinsic job satisfaction factors and voluntary turnover intentions.

In a related research conducted by Alam and Asim (2019), examined the relationship between the level of job satisfaction and turnover intentions of nurses in hospitals in Karachi, Pakistan the authors claimed that administrative policies and strategies, satisfaction with supervision, compensation levels, task clarity, and career development had significant negative relationship with turnover intentions. In this particular research, Alam and Asim used random sampling of 400 nurses from hospitals in Karachi. It was discovered that factors of job satisfaction regressed on turnover intentions. The researchers should have also examined the relationship between the

overall job satisfaction and turnover intention. In this case, their findings only bring to the fore a myopic interpretation on the true state and influence of job satisfaction on the turnover intention of nurses in their various establishments.

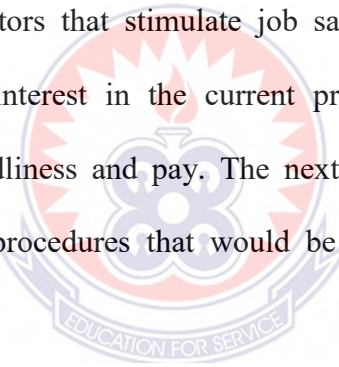
It can be said for a fact that, not all turnover can be considered nuisance. Some employees are not just a cultural fit, do not have the skill set to perform a given task, or are not motivated to work. Ahmed and Kolachi (2013) are of the view that, there is this positive side of turnover as it allows new employees to enter the organization, thus bringing new ideas. On the other hand, they also acknowledge that, turnover can negatively influence profitability and returns to stakeholders. A study conducted by the U.S. federal agencies notified managers not to accept that turnover intention and turnover are positive correlational constructs (Cohen, Blake & Goodman, 2015). The results of this study informed the researchers to conclude that only telecommuters, workload satisfaction, and pay satisfaction, of the 12 significant variables, have a direct correlation between turnover intention and turnover (Cohen, Blake & Goodman, 2015).

Since the business world keeps growing and there is, keen competition at the global which make businesses to find their feet at the world stage. It is critical for human resource practitioners in organizations to comprehend why employees intend to leave as well as why employees actually leave organizations (Salman, Abdullah & Saleem, 2016). Different reasons could be assigned to employees intentions to leave an organization, however, employees may choose to leave an organization for personal reasons, including the employee's values, work-life balance, or health condition (Fashola, Akanni, & Ajila, 2016). Agbitor (2021) posits that, employees may also choose to leave an organization because of perceived issues within an organization including pay, benefits, employee

treatment, internal politics, job responsibilities or leadership (Fashola, Akanni, & Ajila, 2016). He adds that perception and life status may play a critical role in turnover intention. The foregoing grant us the opportunity to understand some of the reasons that account for turnover intentions in an organization.

2.8 Chapter Summary

Existing literature reviewed indicate the rapid rate of turnover in most organizations due to job dissatisfaction among workers. The review of the available literature brought to the fore major factors that influence job satisfaction and turnover intentions in an organization. The review also revealed that, different researchers hold different views on the factors that stimulate job satisfaction and turnover intentions. However, those of keen interest in the current project are recognition, supervisors support, co-workers' friendliness and pay. The next chapter discusses methodological considerations where the procedures that would be followed in this study would be outlined and explained.



CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter mainly deals with the current study's methodology and design. It describes the procedures espoused in conducting this study. It presents a design, study organization, population, sample and sampling procedure. It also discusses the instrument(s) used for data collection as well as how the data was analyzed in keeping with the highest ethical considerations.

3.1 Research Approach

Neuman (2014), Creswell (2014), and Sanders, Lewis and Thornhill (2016) unanimously indicate that there are three main approaches to research. These are, quantitative, qualitative, and mixed methods. As quantitative research approach allows researchers to examine the associations between variables, qualitative approach enables

the researcher to deal with small aspects of social reality (Ofori & Dampson, 2011). Sanders et al. (2016) posits that the difference between the two approaches is brought to light by the nature of data used for the study. Whereas numeric data is used in quantitative research, non-numeric data is employed in qualitative research.

Neuman (2014) in particular postulated that the two approaches to research can further be differentiated in terms of the procedures used in data collection and analysis. With regards to quantitative research approach, questionnaire is mostly used by researchers for data collection and also analyzing data in numerical terms. Whereas qualitative research approach adopts interviews for the collection of data and analysis of respondents opinions, views and experiences in real life situations. Sekaran and Bougie (2016) opines that the third approach, which is mixed method, attempts to combine the two approaches (quantitative and qualitative). The scholars further maintain that whilst the quantitative research method allows for generalization of the sample results to the entire population, qualitative research approach is not for the generalization of the sample results to the entire population.

The current study adopts quantitative research approach. This is due to the nature and purpose of the study under consideration. The current study demands that responses from participants are generalized on the entire population. Tashakkori and Teddlie (2010) indicate that quantitative approaches are often considered as deductive in nature because inferences from tests of statistical hypotheses result to general inferences about characteristics of the chosen population. Along the same line of thought, Lincoln, Lynham and Guba (2011) are also of the opinion that quantitative approach to research is directed

towards the development of testable hypothesis and theories which are generalized across settings (Agbitor, 2021).

3.2 Research Design

The researcher adopted an exploratory and descriptive survey research. The study had a broader purpose of describing the organizational culture, job satisfaction and turnover intentions as well as evaluating the effect and relationships between the constructs chosen for the study of Assemblies of God, Ghana. The current study in part adopted the descriptive survey design, this allows for the assembling of opinions, beliefs, or perceptions concerning a current issue from a large group of people (Lodico, Spaulding & Voegtler, 2006). In addition, it was expedient for explanation to be rendered in order to analyze the effect and relationship of organizational culture, and job satisfaction on turnover intentions. The main thrust of survey was necessary to collect data for getting results and drawing conclusions. Bartels (1997) posits in regard to descriptive surveys, the events or conditions either exists or have occurred and the researcher merely selects the relevant variables for the analysis of the relationships and indicates the manner things occur. The research designs therefore suitable for the study because data was collected through questionnaire, in order to answer the research questions.

3.3 Study Unit

The main root of Assemblies of God, Ghana is traced to the Azusa Street revival in 1914 in USA. The focus of its originators, the Assemblies of God Foreign Mission Department (Missouri-United States) on evangelism, missions, and church planting led to its ministry in the then Gold Coast in 1931 (Frimpong-Manso, 2015). Assemblies of God

Ghana, has twenty four (24) administrative regions in all. The Ashanti Regions (East, West and North) have a total workforce of 19; Greater Accra regions (East and West) have a total workforce of 13 and the other regions have an average of four (4) employees each. The workers are mainly accounts officers, administrators, drivers and security. At the district level, we currently have 230 districts (as of 31st March, 2023). One hundred and eighty (180) of these districts have one person each who manages the district (called an administrator or a secretary). The others have no employees at all (Adopted from Assemblies of God website).

3.4 Population

Population according to Graneheim & Lundman (2004) in research is the entire aggregation of cases that meet a designed set of criteria. Also, Ngechu (2004) population is seen as a set of elements, events, people or group of items under a research-based investigation. In addition, Leedy and Ormrod (2010) propose that population can be seen as the target group about which the researcher is interested in acquiring information and drawing conclusions.

The Assemblies of God, Ghana is one of the mainline Pentecostal Christian movements in Ghana. It began in Ghana in the year 1931 making the church 92 years as at 2023. It has a total membership of 600,000, representing 1.8% of the Ghana population. The church has 6,090 churches and 4,000 active pastors with 860 seminary students (now probationers) totalling 4,860 pastors, as at 2021. The church is divided into 24 administrative regions and 230 administrative districts. One hundred and eighty of these districts have one person each as an administrator, the other 50 districts have no laity as employees (Executive Presbytery Report, 2022).

The target population of the current study is the employees of the Assemblies of God, Ghana irrespective of their religion, language, and other socio-demographic backgrounds and Pastor's as a whole. These are both clergy and laity employees with permanent employment status in any of the outfits of the Assemblies of God, Ghana organization.

3.5 Sampling and Sampling Procedure

Employees working for the Assemblies of God Ghana were the subjects of this research. A sample of 100 respondents were selected from the total population of (N = 4.860). This (100) comprises twenty-four (24) participants as employee Pastors, who are regional superintendents, 20 employee participants as Pastors in 24 regions. Sixteen (16) employee participants as laity in administrative positions at the districts levels. The remaining 10 were employees (laity) as security and messengers. Out of the 20 employee participants as Pastors in 24 regions, 15 of them are male and 5 are female (Clergy). The level of education of participants ranges from basic to tertiary qualifications. Work experience of respondents range from 2 years to 30 years. Two main job categories are represented in the population i.e. professional (Clergy workers and non-Clergy workers) and administration and services employees. All participants were permanent employees of the Assemblies of God, Ghana.

3.6 Research Instrument

Research instrument used in this study was structured questionnaires. These Questionnaires were administered to employees of the Assemblies of God, Ghana for the collection of data. An introduction letter was presented to the operations manager to furnish and permit for the collection of data as part of measure to ensure that highest

ethical standards are maintained. The distribution and collection of the questionnaire was done personally by the researcher and collected from the respondents within one month.

3.7 Data Collection Procedure

A questionnaire booklet, including instructions, a biographical questionnaire, the Organizational Culture Questionnaire and the Minnesota Job Satisfaction Questionnaire was compiled. Respondents completed the questionnaires under instruction of the researcher in small groups (5 employees per group). The completion thereof was voluntary and questionnaires were completed anonymously.

3.8 Data Processing and Analysis

The statistical tools employed for this study was the IBM SPSS Statistics (Version 26). SPSS was used for data processing and generation of demographic characteristics of respondents and mean, standard deviations and multiple regression were used to address the objectives of the study. The selection of the tool was on its ability to examine the relationships between variables that were set in this study. Moreover, for the specific objectives, means and standard deviation were used for analysis of objectives whiles correlation and regression used for analysis of the other objectives.

3.9 Ethical Issues

Ethics, according to Plaisance (2006), is predominantly associated with morality and concerns with issues of right and wrong among groups, society or communities. In respect of this, it expedient that everyone who engages in research must be aware of the ethical implications associated with participants (Rubin & Babbie, 2016). In this way, researchers would employ every effort to avoid as far as possible to avoid ethical principles. Edginton et al (2012) have identified the basic ethical principles for research

as follows: respondents must be fully informed about the aims, methods and benefits of the research, granting voluntary consent and maintaining the right to withdraw at any time. The rationale for the study, assurance of confidentiality and the right of withdrawal explained to the respondents. First, the researcher informed the employers of the respondents, explained the above to respondents to allow for data collection. Second, in the course of the study, the researcher educated the participants concerning the details needed for the study, reasons why the information are being gathered, the rationale, as well as the manner in which expected to participate.

3.10 Chapter Summary

This chapter has provided information regarding the research design relevant for the current study, how the primary data for the study would be collected, organized, analyzed and presented for easy understanding. This chapter also presents information on the scientific approach to adopt in terms of approach to data needs, statistical techniques and systematic probe into the investigation under study.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSIONS

4.0 Introduction

As revealed in the previous chapters, the importance of organizational culture, job satisfaction, and turnover intentions, as well as the impact organizational culture and job satisfaction have on turnover intentions cannot be overemphasized. This chapter will focus on the analysis and discussions of this research. Regarding the data analysis, the initial data preparation, the preliminary analysis, and the further analysis are presented. The final section of this chapter discusses the results obtained from the analysis, and see how these findings relate to the literature or otherwise.

4.1 Initial Data Preparation

In order to facilitate smooth analyses, the data obtained from the questionnaire were prepared. The first step of the data preparation was coding. In this phase, categories (divisions) of all variables whose measurement scales were nominal, as well as those that were ordinal were assigned numeric values. The motivation was to facilitate easy data entry, and to provide a more consistent way of handling the data, as well as help in good statistical analysis including groupings, comparisons, and graphing. Notably, the demographic variables were given their usual names, while the indicators for Organizational Culture, Job Satisfaction, and Turnover Intentions were given abbreviated names.

Dominant characteristics was represented as DC and its indicators assigned:

AG Ghana is a very personal place. It is like an extended family. People seem to share a lot of themselves. AG Ghana is a very controlled and structured place; Formal procedures

generally govern what people do AG Ghana is a very results-oriented. A major concern with getting the job done. People are very competitive and achievement oriented. Again, Organizational Leadership Style was represented as OLS and its indicators assigned the leadership in AG Ghana is generally considered to exemplify mentoring, facilitating or nurturing. The leadership in AG Ghana is generally considered to exemplify coordinating, organizing, or smooth-running efficiency. The leadership in AG Ghana is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.

Similarly, Management of Employees was represented as ME and its indicators assigned. The management style in AG Ghana is characterized by teamwork, consensus, and participation. The management style in AG Ghana is characterized by hard-driving competitiveness, high demands, and achievement. The management style in AG Ghana is characterized by security of employment, conformity, predictability, and stability in relationship Organizational Glue was represented as OG and its indicators assigned the glue that holds AG Ghana together is loyalty and mutual trust. Commitment to AG runs high the glue that holds AG Ghana together is formal rules and policies. Maintaining smooth-running the glue that holds AG Ghana together is the emphasis on achievement and goal accomplishment. Transformation and innovation are common themes Strategic Emphasis was represented by SE and its indicators assigned. AG Ghana emphasizes human development. High trust openness, and participation persist AG Ghana emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued AG Ghana emphasizes major transformational shifts and growth job Satisfaction was represented as “JS” and its indicators assigned.

I feel I am being paid a fair amount for the work I do

I am not satisfied with the benefit I received

When I do a good job, I received the recognition for it that I should receive JS4 – Many of our rules and procedures make doing a good job difficult

I am satisfied with my chances of promotion

I do not feel that the work I do is appreciated

I enjoy working with my co-workers

I don't feel my effort are rewarded the way they should be

I feel a sense of pride in doing my job

There are benefits we do not have which we should have

Last but not least, Turnover Intentions was represented as “TOI” and its indicators assigned.

I intend to leave AG Ghana soon

I plan to leave AG Ghana in the next little while

I will quit AG Ghana as soon as possible

I do not plan on leaving AG Ghana soon

I may leave AG Ghana before too long

The five-point Likert scale of strongly disagree, disagree, neutral, agree, and strongly agree were coded as 1, 2, 3, 4 and 5 respectively, while missing values were also coded 999 for all the variables.

In the second phase of the data preparation, data obtained from respondents were entered into SPSS version 22 statistical software, after which data screening was performed. Out

of the total of 100 responses on 36 variables, 167 responses were found to be missing as a result of no responses from respondents. This implied that out of the possible 3,600 responses that was expected, approximately 4.639% were missing across variables and cases. The literature (Cleophas et al., 2016; Hung et al., 2020; Kwak and Kim, 2017) point out how important it is to have a low percentage of missing values in a dataset. In this regard, Cerrito and Cerrito (2010) postulate that if the proportion of missing values is less than 5% of the total values in the dataset, they can be accommodated. Since the percentage of missing values in the dataset used for this study conformed to the aforementioned assumption, all variables and cases were included in the data analysis.

4.2 Preliminary Analysis

This section presents the preliminary analysis that will set the stage for the further analysis in this chapter. Specifically, frequency distributions for the demographic characteristics of respondents will be assessed. Furthermore, the means and standard deviations that characterize each of the indicators of Organizational Culture, Job Satisfaction, and Turnover Intentions will be evaluated. In the third and final part of this section, correlation analysis will be performed to ascertain how well the variables relate to one another.

4.2.1 Demographic Characteristics of Respondents

Results from Table 1 shows that 81 respondents, representing a valid percentage of 82.7 were males while a valid percentage of 17.3 were females. With respect to the age distribution of respondents, almost one-third of the total number of respondents were aged 38 to 43years. Age category of 62years and above recorded the lowest number of respondents (2), only one less than the number of participants aged 26 to 31years. This is

an interesting observation of more respondents falling from 32 to 61 years while a few are at the extremes hints that the age distribution of respondents used in this study are normally distributed. Additionally, the frequency distribution of the educational level of respondents shows that 45% have attained Bachelor's degree while 9 less than that have had Masters' degree. Only four of the participants have had Secondary/Technical school certificates as their highest educational level, presupposing that generally, majority of employees of the Assemblies of God church in Ghana have relatively higher educational qualifications.

Table 1: Demographic Characteristics of respondents

Variable	Category	Frequency	Percent	Valid Percent
Gender	Male	81	81.0	82.7
	Female	17	17.0	17.3
	Missing	2	2.0	
	Total	100	100	100
Age	26 to 31 years	3	3.0	3.0
	32 to 37 years	12	12.0	12.0
	38 to 43 years	31	31.0	31.0
	44 to 49 years	25	25.0	25.0
	50 to 55 years	19	19.0	19.0
	56 to 61 years	8	8.0	8.0
	62 years and above	2	2.0	2.0
	Total	100	100	100
Educational Level	Secondary/Technical School	4	4.0	4.0
	Diploma	10	10.0	10.0
	Bachelor Degree	45	45.0	45.0
	Master Degree	34	34.0	34.0
	Others	7	7.0	7.0
	Total	100	100	100

Source: Researcher's computations (2023)

Table 2 continued: Demographic Characteristics of respondents

Variable	Category	Frequency	Percent	Valid Percent
Working years	1 to less than 5years	31	31.0	31.3
	5 to less than 10years	24	24.0	24.2
	10 to less than 15years	19	19.0	19.2
	15 to less than 20years	12	12.0	12.1
	20 to less than 25years	9	9.0	9.1
	25 to less than 30years	3	3.0	3.0
	30 to less than 35years	1	1.0	1.0
	Missing	1	1.0	
	Total	100	100	100
Position	Probationer	16	16.0	16.0
	Exhorter	11	11.0	11.0
	Licensed	28	28.0	28.0
	Ordained	39	39.0	39.0
	Administrator	3	3.0	3.0
	Accounts officer	1	1.0	1.0
	Secretary	2	2.0	2.0
	Total	100	100	100
Monthly salary	Less than GHC500	20	20.0	21.3
	Less than GHC600-1000	21	21.0	22.3
	Less than GHC1100-1500	10	10.0	10.6
	Less than GHC1600-2000	11	11.0	11.7
	Less than GHC2100-2500	2	2.0	2.1
	Less than GHC2600-3000	4	4.0	4.3
	Less than GHC4000-5000	12	12.0	12.8
	GHC5000 and over	14	14.0	14.9
	Missing	6	6.0	
Total	100	100	100	

Source: Researcher's computations (2023)

Additionally, majority of the respondents have served from 1 year to less than 5 years whereas only 1 has served from 30 to less than 35 years. It is worth noting from the distribution working years is that the number of respondents decrease as working years increases. The table further reveals that 39 out of the 100 respondents are ordained, while only 1, two less than the number of administrators is a secretary. Probationers were observed to be 16 whereas exhorters were seventeen less than the number of licensed. Cumulatively, a valid percentage of about 66 receive GHC2000 or less as monthly salary.

The next section seeks to explore some descriptive statistics of the indicators of the latent constructs in this study. More clearly, the means of the indicators will be used to ascertain the average level of agreements of respondents to a particular indicator, while the standard deviation will serve as a measure of dispersion to determine how consistent the responses to each indicator variable is.

4.2.2 Descriptive Statistics of Indicators of Latent Variables

Table 3: Descriptive Statistics of indicators of Organizational Culture

	N	Mean	Std. Deviation
AG Ghana is a very personal place. It is like an extended family. People seem to share lot of themselves	95	3.29	1.202
AG Ghana is a very controlled and structured place. Formal procedures generally govern what people do.	99	3.81	1.047
AG Ghana is a very result oriented. A major concern with getting the job done. People are very competitive and achievement oriented.	100	3.58	1.056
The leadership in AG Ghana is generally considered to exemplify mentoring, facilitating or nurturing	99	3.71	1.127

The leadership in AG Ghana is generally considered to exemplify coordinating, organizing, or smooth-running efficiency	100	3.84	0.929
The leadership in AG Ghana is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus	97	3.34	1.189
The management style in AG Ghana is characterized by teamwork, consensus, and participation	98	3.66	1.074
The management style in AG Ghana is characterized by hard-driving competitiveness, high demands, and achievement	97	3.60	.874
The management style in AG Ghana is characterized by security of employment, conformity, predictability, and stability in relationship	96	3.39	1.099

Source: Researcher's computations (2023)

Table 4 continued: Descriptive Statistics of indicators of Organizational Culture

	N	Mean	Std. Deviation
The glue that holds AG Ghana together is loyalty and Commitment to AG runs high	98	3.77	1.120
The glue that holds AG Ghana together is formal rules Maintaining smooth-running	97	3.82	1.061
The glue that holds AG Ghana together is the emphasis on achievement goal accomplishment. Transformation and innovation are common	97	3.52	1.091
AG Ghana emphasizes human development. High trust and participation persist	96	3.45	1.113
AG Ghana emphasizes acquiring new resources and overcoming challenges. Trying new things and prospecting for opportunities	95	3.36	1.184
AG Ghana emphasizes major transformational shifts and growth	95	4.03	0.916

Source: Researcher's computations (2023)

Table 4 shows the descriptive statistics of the indicator variables that characterize organizational culture. It can be observed that “AG Ghana emphasizes major transformational shifts and growth” had the highest mean of 4.03 showing that on average, respondents agree that Assemblies of God Ghana is underscored by transformational shifts and growth. The lowest standard deviation of 0.916 also recorded on this indicator details out that responses of the participants on with regards to that “AG Ghana emphasizes major transformational shifts and growth” were very consistent. Moreso, with mean values of 3.84, 3.82, and 3.81 respectively, respondents fairly agree that the leadership in AG Ghana is generally considered to exemplify coordinating, organizing, or smooth-running efficiency, the glue that holds AG Ghana together is formal rules and policies, and AG Ghana is a very controlled and structured place. Formal procedures generally govern what people do. The other indicator variables of organizational culture with mean values close to 3 show that respondents are quite indifferent with respect to such indicators. Noticeably, none of the indicator variables of organizational culture had a mean less than 3, showing that on average, respondents do not disagree to any of the indicators. This gives a possible hint that in the further analysis, organizational culture is likely to be influenced by majority of its indicator variables.

Similarly, the means and standard deviations of the indicator variables underlying job satisfaction were explored, and the results presented in Table 5.

Table 5: Descriptive Statistics of indicators of Job Satisfaction

	N	Mean	Std. Deviation
I feel I am being paid a fair amount for the work I do	95	2.63	1.203
I am not satisfied with the benefit I received	93	3.03	1.264
When I do a good job, I received the recognition for it that I should receive	95	3.54	1.029
Many of our rules and procedures make doing a good job difficult	94	2.80	1.372
I am satisfied with my chances of promotion	94	3.56	1.113
I do not feel that the work I do is appreciated	91	2.52	1.223
I enjoy working with my co-workers	93	4.08	0.769
I don't feel my effort are rewarded the way they should be	89	2.85	1.173
I feel a sense of pride in doing my job	90	3.57	1.246
There are benefits we do not have which we should have	89	3.62	1.092

Source: Researcher's computations (2023)

Table 5 reveals that on average, respondents agree to the indicator variable “I enjoy working with my co-workers”. This result shows that with regards to job satisfaction, majority of employees of Assemblies of God, Ghana places more emphasis on team work. An interesting result Table 5 presents is that majority of respondents somewhat disagree that they are being paid a fair amount of the work they are doing (Mean=2.63, SD=1.203). That notwithstanding, respondents feel that the work they do is appreciated, and that their efforts are rewarded the way they should be. Respondents in addition neutral on the indicator that when they do a good job, they receive the

recognition for it that they should receive. It is worth pointing out that the dicey nature of the responses obtained for the indicators underlying Job Satisfaction hints that some indicators may not better help in understanding the nature of Job Satisfaction as a latent variable.

Lastly in this section are the descriptive statistics of indicators of Turnover Intentions presented in Table 6. The results show that averagely, respondents do not plan on leaving Assemblies of God, Ghana anytime soon.

Table 6 : Descriptive Statistics of indicators of Turnover Intentions

	N	Mean	Std. Deviation
I intend to leave AG Ghana soon	92	1.45	0.776
I plan to leave AG Ghana in the next little while	91	1.48	0.808
I will quit AG Ghana as soon as possible	92	1.40	0.664
I do not plan on leaving AG Ghana soon	93	4.02	1.277
I may leave AG Ghana before too long	92	1.91	1.228

Source: Researcher's computations (2023)

4.2.3 Correlation Analysis of Indicators of Latent Variables

Table 7: Correlations analysis of indicators of Organizational Culture

	DC1	DC2	DC3	OLS1	OLS2	OLS3	ME1	ME2	ME3	OG1	OG2	OG3	SE1	SE2	SE3
DC1	1														
DC2	0.316**	1													
DC3	0.207*	0.388**	1												
OLS1	0.260*	0.497**	0.487**	1											
OLS2	0.231*	0.521**	0.343**	0.614**	1										
OLS3	0.292**	0.335**	0.226*	0.382**	0.309**	1									
ME1	0.096	0.350**	0.250*	0.491**	0.513**	.112	1								
ME2	0.266**	0.241*	0.320**	0.248*	0.393**	.428**	0.444**	1							
ME3	0.274**	0.161	0.286**	0.308**	0.370**	.182	0.494**	0.407**	1						
OG1	0.169	0.354**	0.241*	0.424**	0.429**	.233*	0.572**	0.333**	0.406**	1					
OG2	0.168	0.388**	0.272**	0.358**	0.458**	.418**	0.508**	0.502**	0.418**	0.631**	1				
OG3	0.224**	0.350**	0.233*	0.412**	0.504**	.392**	0.392**	0.502**	0.343**	0.386**	0.466**	1			
SE1	0.290**	0.261*	0.148	0.457**	0.390**	.348**	0.526**	0.412**	0.475**	0.508**	0.521**	0.436**	1		
SE2	0.355**	0.298**	0.286	0.403**	0.345**	.322**	0.309**	0.412**	0.263*	0.314**	0.366**	0.539**	0.511**	1	
SE3	0.184	0.121	0.302**	0.352**	0.299**	.184	0.316**	0.185**	0.231*	0.286**	0.215*	0.385**	0.371**	0.522**	1

Source:

Researcher's

computations

(2023)

Table 8: Correlations analysis of indicators of Job Satisfaction

	JS1	JS2	JS3	JS4	JS5	JS6	JS7	JS8	JS9	JS10
JS1	1									
JS2	0.296**	1								
JS3	0.300**	-0.130	1							
JS4	0.280**	0.369**	0.271**	1						
JS5	0.425**	0.225*	0.432**	-0.192	1					
JS6	0.315**	0.374**	0.398**	0.509**	0.252*	1				
JS7	0.190	-0.198	0.320**	-0.150	0.295**	-0.176	1			
JS8	0.441**	0.222*	0.223*	0.438**	-0.163	0.352**	0.228*	1		
JS9	0.130	-0.031	0.167	-0.118	0.106	-0.097	0.002	-0.033	1	
JS10	-0.107	0.344**	-0.046	0.290**	-0.105	0.216**	0.106	0.419**	0.084	1

Source: Researcher's computations (2023)

Table 9 : Correlations analysis of indicators of Turnover Intentions

	TOI1	TOI2	TOI3	TOI4	TOI5
TOI1	1				
TOI2	0.616**	1			
TOI3	0.630**	0.819**	1		
TOI4	-0.319**	-0.465**	-0.449**	1	
TOI5	0.330**	0.530**	0.475**	-0.194	1

Source: Researcher's computations (2023)

The correlation analyses presented in Tables 5 to 7 is motivated by the fact to ascertain how the indicator variables of each of the three latent constructs are related to one another. Correlation values flagged with two stars and a star show that the relationship between the pair of indicators is significant at 0.05% and 0.01% alpha levels, respectively. Although most of the correlation values appear to be moderate, the results

reveal that the correlations are statistically significant. This hints that the indicator variables can be grouped into homogeneous sets of variables such that each set of variables measures the same underlying latent construct.

4.3 Further Analysis

This section presents the further analysis in this chapter. Specifically, exploratory factor analysis will be performed. The motivation for this is to use the data obtained from respondents to help reveal the structure of the factor models that characterize Organizational Culture, Job Satisfaction, and Turnover Intentions. Lastly, confirmatory factor analysis will be performed using Structural Equation Modelling (SEM) based on Partial Least Square (PLS) path modelling technique (PLS-SEM) to explore the precise structure of the factor model, which is based on some underlying theories presented in Chapter Two.

4.3.1 Exploratory Factor Analysis

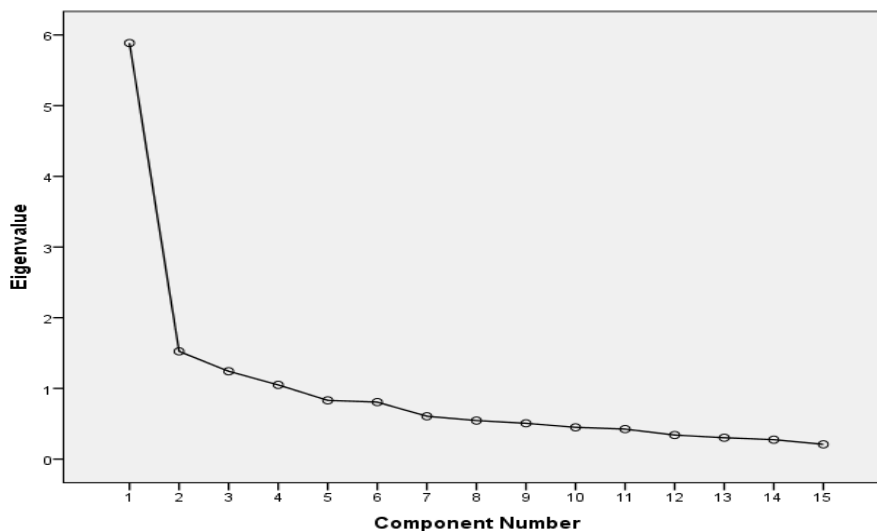
To confirm whether the data are appropriate for factor analysis or not, the Kaiser-Meyer-Olkin (KMO) measure for sampling adequacy, as well as Bartlett's test of sphericity were examined for indicators underlying Organizational Culture, Job Satisfaction, and Turnover Intentions respectively, and the results presented in Table 8. The KMO provides a means to assess the extent to which the indicators of a construct belong together.

Table 10 : KMO and Bartlett's test of Sphericity of OC, JS, and TOI

Organizational Culture	Bartlett's test	Kaiser-Meyer-Olkin	0.849
		Approximated chi-square	515.56
		Df	105
		Sig	0.000
Job Satisfaction		Kaiser-Meyer-Olkin	0.721
		Approximated chi-square	175.583
		df	45
		Sig	0.000
Turnover Intentions	Bartlett's test	Kaiser-Meyer-Olkin	0.798
		Approximated chi-square	198.501
		Df	10
		Sig	0.000

Source: Researcher's computations (2023)

Sharma (1996) pinpoints that the overall KMO measure should be greater than 0.80. Nonetheless, a measure of above 0.60 is tolerable. Since the KMO values in Table 8 are greater than 0.70, we conclude that the correlation matrices are appropriate for factoring.

**Figure 1: Scree plot of Organizational Culture**

To determine the number of factors that need to be retained as far as the indicators of Organizational Culture are concerned, the scree plot and eigenvalue-greater-than-one rules were used. As part of this report however, the Scree plot is presented. From Figure 1, the elbow seems to form at component 2, and indicates that at most two factors underline Organizational Culture.

Table 11 details out the exploratory factor analysis component matrix of organizational culture.

Table 11: Exploratory Factor Analysis Component Matrix of Organizational Culture

	Component			
	1	2	3	4
DC1	0.320	0.407	0.445	0.507
DC2	0.582	0.397	-0.355	0.123
DC3	0.577	0.371	-0.387	0.041
OLS1	0.670	0.294	-0.434	0.031
OLS2	0.747	0.107	-0.256	-0.055
OLS3	0.514	0.319	0.188	0.205
ME1	0.674	-0.455	-0.173	-0.062
ME2	0.662	-0.129	0.265	0.196
ME3	0.570	-0.376	0.098	0.396
OG1	0.670	-0.398	-0.110	-0.119
OG2	0.742	-0.388	-0.085	-0.001
OG3	0.719	0.072	0.151	-0.176
SE1	0.708	-0.249	0.280	0.027
SE2	0.619	0.254	0.396	-0.266
SE3	0.471	0.239	0.303	-0.643

Source: Researcher's computations (2023)

Table 11 shows that the amount of correlation among the indicators is due to only one factor. This is because using a cut-off value of absolute 0.50, only DC1 and SE3 did not appear to be a key determinant of Organizational Culture. Additionally, no significant

factor loadings were observed on Factor 2 and beyond. This observation gives a possible indication that in the confirmatory analysis stage, DC1 and SE3 may be excluded from the indicators of Organizational Culture. The one-factor solution also reveals it may not be entirely necessary to disintegrate organizational culture into dominant characteristics, organizational leadership style, management of employees, organizational glue, and strategic emphases.

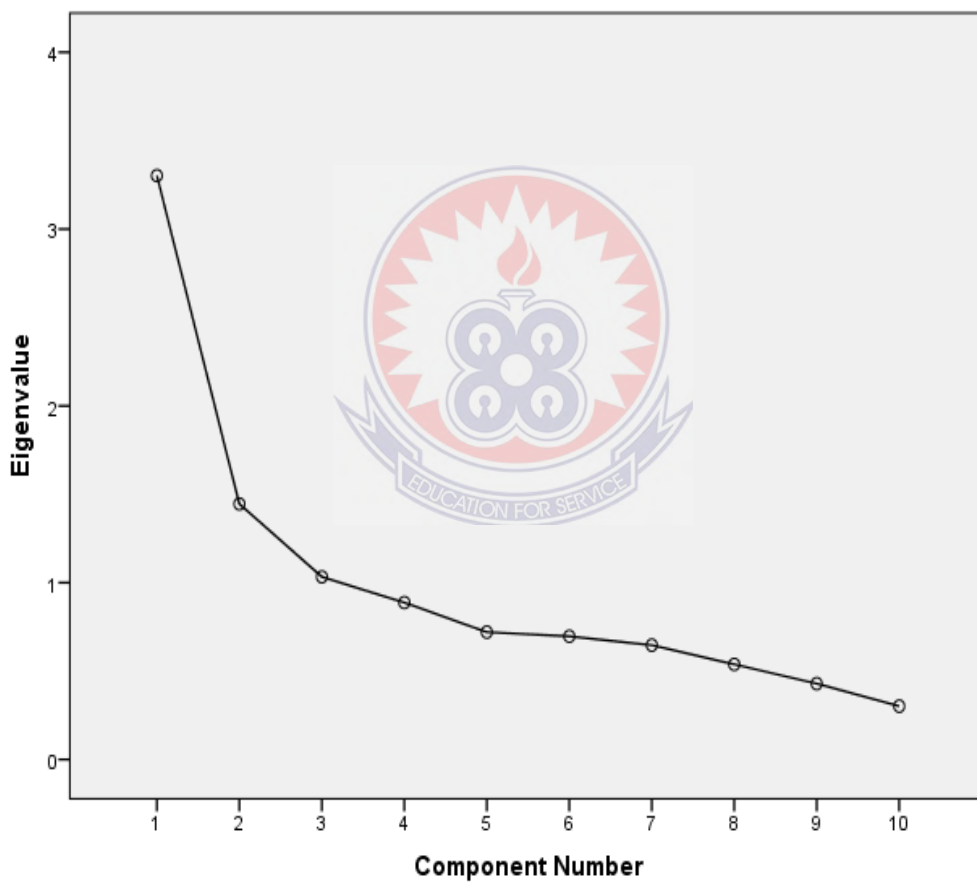


Figure 2: Scree plot of Job Satisfaction

The number of factors that need to be retained as far as the indicators of Job Satisfaction are concerned was also examined with the aid of a scree plot. From Figure 2,

the elbow seems to form at component 3, and indicates that at most three factors underline Job Satisfaction.

Table 12 details out the exploratory factor analysis component matrix of organizational culture.

Table 12 shows that the amount of correlation among the indicators is due to two factors. It is noteworthy that Factor 1 is a contrasting factor between the set of indicators: JS1, JS3, JS5, and another the set of indicators: JS2, JS4, JS6, and JS8. While the first set of indicators showed negative significant relationships with Job Satisfaction, the other showed positive significant relationships with Job Satisfaction. This result is not surprising looking at how the indicators were defined. This result is however interesting since it can help in determining which set of indicators is highly determines Job Satisfaction in the confirmatory factor analysis stage. The second factor (Factor 2) is a one-indicator factor solution of JS10, the variable “There are benefits we do not have which we should have”.

Table 12: Exploratory Factor Analysis Component Matrix of Job Satisfaction

	Component		
	1	2	3
JS1	-0.642	0.167	0.133
JS2	0.667	0.283	-0.104
JS3	-0.576	0.461	0.010
JS4	0.682	0.171	0.298
JS5	-0.556	0.399	0.387
JS6	0.691	0.108	0.349
JS7	-0.441	0.443	0.314
JS8	0.680	0.302	-0.042
JS9	-0.193	0.404	-0.730
JS10	0.410	0.689	-0.104

Source: Researcher's computations (2023)

Lastly, the number of factors that need to be retained as far as the indicators of Turnover Intentions are concerned was also examined with the aid of a scree plot. From Figure 3, the elbow seems to form at component 2, indicating that at most two factors underline Turnover Intentions.

Table 13 details out the exploratory factor analysis component matrix of Turnover Intentions.

Table 13 shows that the amount of correlation among the indicators is due to one factor. It is noteworthy that the factor is a contrasting one between TOI4 and the remaining set of indicators. This is however expected since TOI4 (I do not plan on leaving AG Ghana soon) is a contradictory statement to TOI1 (I intend to leave AG Ghana soon), TOI2 (I plan to leave AG Ghana in the next little while), TOI3 (I will quit AG Ghana as soon as possible), and TOI5 (I may leave AG Ghana before too long). This result also gives the clue that TOI4 may not influence Turnover Intentions in the confirmatory analysis stage, since the variable in itself does not reflect the true meaning of turnover intentions.

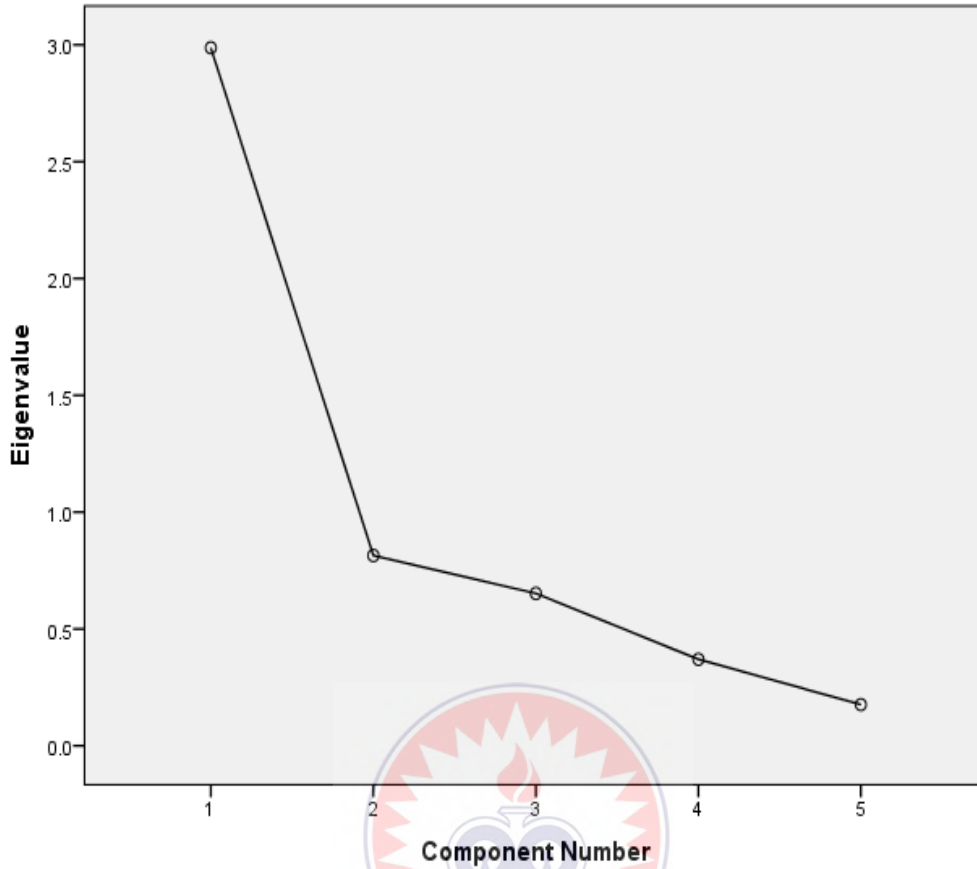


Figure 3: Scree plot of Turnover Intentions

Table 13: Exploratory Factor Analysis Component Matrix of Turnover Intentions

	Component
	1
TOI1	0.762
TOI2	0.916
TOI3	0.901
TOI4	-0.594
TOI5	0.635

Source: Researchers' computations (2023)





The first stage of the model assessment examined the overall model fit which assesses the feasibility of the model with the data. To aid in this regard, the Chi square difference ratio (CMIN), the Comparative Fit Index (CFI), the Goodness of Fit Index (GFI), and the Root Mean Square Error of Approximation (RMSEA) were employed, and the output summarized in Table 14.

Table 14: Overall Model Fit Summary

DF	CMIN	GFI	CFI	RMSEA
101	1.601	9.906	0.901	0.078

Source: Researcher's computations (2023)

A CMIN value which is less than 5 and close to 1 suggests a better model fit. In addition, the CIF and GFI values that are very close to 1 further buttresses the fact that the model fits the data very well. Lastly, it is generally expected that RMSEA value be less than or equal to 0.08 to attain a better model fit. Since the RMSEA value obtained from the model fit summary is less than 0.08, it can be established that the overall model fits the data perfectly.

The second stage of the model assessment examines the extent to which a variable or a set of indicator variables is consistent in what it intends to measure as well as how much of the indicators' variance are explained by the latent constructs. The results of this assessment is presented in Table 15.

Table 15 Variables Indicators' Intends Variance of Latent Constructs

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Organizational Culture	0.867	0.88825	0.64451
Job Satisfaction	0.657	0.71176	0.53629
Turnover Intentions	0.864	0.87593	0.70515

Source: Researcher's computations (2023)

In assessing the validity of the constructs, convergent validity and discriminant validity were considered. According to Hair et al (2017), a composite reliability threshold of 0.60 -0.70 is permissible for exploratory studies. Likewise, convergent validity was evaluated based on the average variance extracted (AVE) value. An AVE value of 0.5 or more depicts a high convergent validity which signifies that the indicators' variances are more than half explained by the latent variables. To assess discriminant validity of the construct, the Fornell-Larcker criterion was employed. The rule of thumb is that the AVE of individual latent variables should exceed the latent construct's highest squared correlation with another latent construct.

Table 15 displays results based on which the measurement model was assessed. With reference to the table, it is evident that all variables have a Cronbach alpha and a composite reliability value of more than 0.7 threshold. Next is the convergent validity and to evaluate this, individual AVE was assessed. Additionally, it is evident that all variables have AVE values more than permissible threshold of 0.5. As a result, convergent validity for the measurement model is confirmed. Discriminant validity evaluation was assisted by the Fornell-Larcker criterion. The results on Table 15 revealed



Figure 6: Influence of Organizational Culture on Job Satisfaction

Figure 6 is a PLS-SEM of the influence of Organizational Culture on Job Satisfaction. A correlation value of 0.73 between Organizational Culture and Job Satisfaction suggests that there is a strong positive relationship between Organizational Culture and Job Satisfaction. To determine the extent of this relationship an assessment is made and the output presented in Table 16.

Table 16: Influence of Organizational Culture on Job Satisfaction

	Coefficient	Std. Error	t-value	<i>p</i> -value
OG → JS	0.603	1.52	3.98	0.000

Source: Researcher's computations (2023)

From the output presented in Table 16, a unit increase in Organizational Culture increases job satisfaction by 60.3%. Since the *p*-value of this coefficient is less than an alpha value of 0.05, it can be concluded that Organizational Culture significantly influences or predicts Job Satisfaction.

4.3.4 Influence of Job Satisfaction on Turnover Intentions among employees of Assemblies of God, Ghana

This section presents results in relation to the third specific objective of this study which aims to assess the impact of Job Satisfaction on Turnover Intentions among employees of Assemblies of God Church in Ghana.

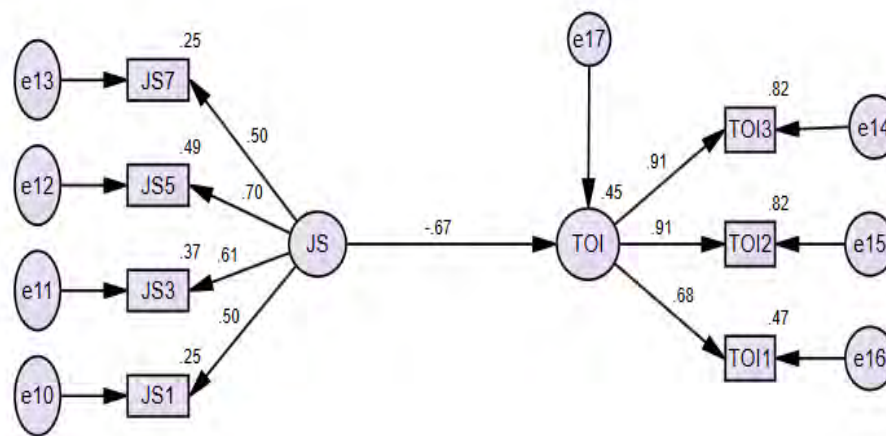


Figure 7: Influence of Job Satisfaction on Turnover Intentions

Figure 7 is a PLS-SEM of the influence of Job Satisfaction on Turnover Intentions. A correlation value of -0.67 between Job Satisfaction and Turnover Intentions suggests that there is a fairly strong negative relationship between Job Satisfaction and Turnover Intentions. To determine the extent of this relationship an assessment is made and the output presented in Table 17.

Table 17: Influence of Job Satisfaction on Turnover Intentions

	Coefficient	Std. Error	t-value	p-value
JS → TOI	-0.667	0.183	-3.647	0.000

Source: Researcher's computations (2023)

At a significant level of 5%, results from Table 17 shows that a 100% increase in Job Satisfaction decreases Turnover Intentions by 66.7%. Since the *p*-value of this coefficient is less than an alpha value of 0.05, it can be concluded that Job Satisfaction significantly influences or predicts Turnover Intentions.

4.3.5 Mediation Influence of Job Satisfaction on the Link between Organizational Culture and Turnover Intentions among employees of Assemblies of God, Ghana

This section presents results in relation to the last specific objective of this study which aims to assess the mediating influence of Job Satisfaction on the link between Organizational Culture and Turnover Intentions among employees of Assemblies of God Church in Ghana. To arrive at this, the direct and total indirect influence were computed.

The path diagram presented in Figure 8 shows that there is a weak positive correlation between Organizational Culture and Turnover Intentions ($r=0.25$), and a very strong negative correlation ($r=-0.87$) between Job Satisfaction and Turnover Intentions. Examination of this result reveals that there could be a significant influence the addition of Organizational Culture brings, when looking at the impact of Job Satisfaction on Turnover Intentions. This is because there has been a significant increase of 2 in the correlation influence when the direct effect of Job Satisfaction on Turnover Intentions was assessed in the previous section. In addition, the results also suggest that Organizational Culture may not directly influence Turnover Intentions as it will when Job Satisfaction is brought in as a mediating variable. This claim is however empirical, and would therefore be followed up with statistical significance test of direct, indirect and total effects of Organizational Culture on Turnover Intentions. The results are presented in Table 18.

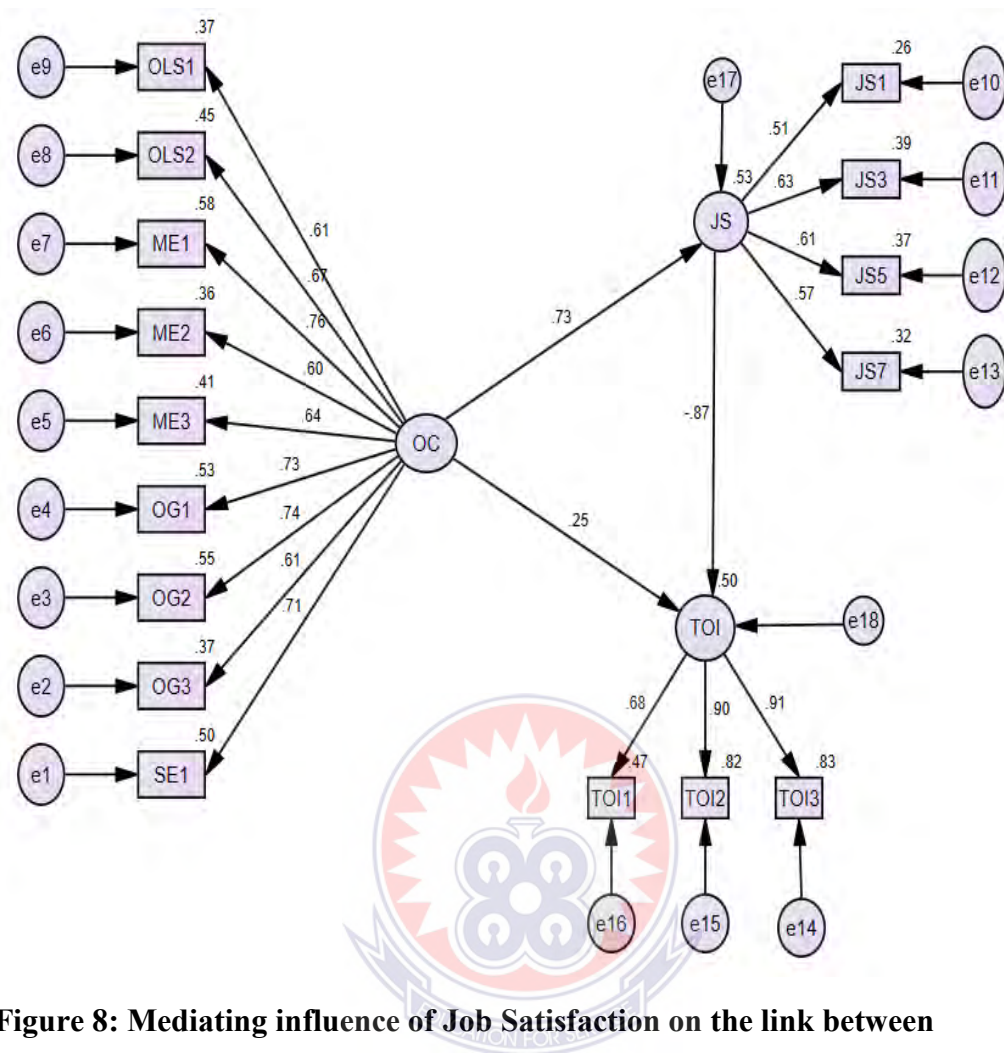


Figure 8: Mediating influence of Job Satisfaction on the link between Organizational Culture and Turnover Intentions

Table 18: Mediation influence of Job Satisfaction on the link between Organizational Culture and Turnover Intentions

	Coefficient	Std. Error	t-value	p-value
OC → TOI (Direct effect)	0.194	0.175	1.111	0.267
OC → TOI (Indirect effect)	-0.486	0.292	-2.874	0.004
OC → TOI (Total Effect)	-0.292	0.183	-3.647	0.000

Source: Researcher’s computations (2023)

The results from the diagnosis discloses a partial mediation influence on Turnover Intentions. This is because the coefficient of the direct relationship is greater than an absolute zero as seen in Table 18 ($\beta = 0.194$, $t\text{-value} = 1.111$, $p\text{-value} = 0.267$). Consequently, the results indicate that when Organizational Culture goes up by 100%, Turnover Intentions will go up by 19.4%. This result is quite surprising since it is expected that good Organizational Culture should rather decrease Turnover Intentions. However, after the incorporation of Job Satisfaction as a mediating influence, it is observed from the Table that the indirect (mediated) influence of Organizational Culture on Turnover Intentions is -0.486. That is, due to the mediated influence of Job Satisfaction, when Organizational Culture goes up by 1, Turnover Intentions goes down by 0.486. The result implies that the influence of Organizational Culture on Turnover Intentions is clearly brought out when Job Satisfaction is in place. Consequently, the total influence which comprises both direct and indirect influence of -0.292 shows that due to both unmediated and indirect mediated influence of Organizational Culture on Turnover Intentions, a unit increase in Organizational Culture will decrease Turnover Intentions by 29.2%.

4.4 Discussion of Results

This section seeks to provide a comprehensive analysis of the research findings and their implications. The motivation is to discuss how these findings fit into the existing body of knowledge as far as organizational culture, job satisfaction, and turnover intentions are concerned in.

Pertaining to the influence of Organizational Culture on Job Satisfaction, the study revealed that an increase in Organizational Culture significantly increases Job

Satisfaction. This finding is consistent with Samsir and Muis (2023) on “The Effect of Transformational Leadership and Organizational Culture through Job Satisfaction and Work Motivation on Employee Performance” as well as Yanto, Suhud and Purwohed, (2023) on “Organizational Citizenship Behaviour: Job Role Characteristic and Organizational Culture with Improving Employee Job Satisfaction”.

Exploration of the literature also reveals that several studies have examined the relationship between job satisfaction and turnover intentions, with a variety of results. In a study conducted by Hasnah, Panjaitan, and Ekantanta in 2023 to assess the influence of job satisfaction and organizational commitment on turnover intentions among hospital nurses, the results revealed that job satisfaction has a positive but non-significant impact on turnover intentions. A different study involving PT ISS Indonesia employees, however, discovered a substantial inverse relationship between job satisfaction and turnover intentions (Kurniawan & Susanto, 2023). In addition, studies among healthcare professionals during the COVID-19 pandemic revealed a significant and negative impact of job satisfaction on intentions to leave the industry (Martini et al., 2023). Lastly, a study on pharmacists working in private hospitals in Hong Kong found that both intrinsic and extrinsic job satisfaction factors had negative relationships with turnover intentions. Although most studies, including the present study, have established that there is a relationship between job satisfaction and turnover intentions, it should be pointed out that Overall, the relationship between job satisfaction and turnover intentions can vary depending on the specific context and factors involved.

Ji-Yeon and Hyeun-Ju (2022) on the influence of organizational culture in care facilities for the elderly on turnover intention of caregivers, focusing on the mediation

influence of job satisfaction found that organizational culture influence turnover intention of caregivers. In addition, the study found that job satisfaction mediates the relationship between organizational culture and turnover intentions.

4.5 Chapter Summary

As outlined in the objectives, this study sought to examine the nexus among organizational culture, job satisfaction, and turnover intentions among employees of the Assemblies of God church in Ghana. To be able to achieve this ultimate objective, some specific objectives were addressed. The exploratory stages of this chapter revealed that team work in a major indicator employees agree to when it comes to job satisfaction. Despite the fact that the majority of correlation values among indicator variables looked moderate, the findings showed that the correlations were statistically significant, and set the stage for the indicator variables to be categorized into homogeneous sets of variables, each set measuring the same underlying latent concept. Again, this chapter has revealed that Organizational Culture positively influences or predicts Job Satisfaction. Nonetheless, a fairly strong negative correlation between Job Satisfaction and Turnover Intentions showed that turnover intentions go down whenever job satisfaction increases. Last but not least, the chapter found that job satisfaction mediates the relationship between organizational culture and turnover intentions

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.0 Introduction

This chapter presents an overview of the entire work and conclusions based on the discussion of the results in Chapter Four. Based on that, recommendations will be given.

5.1 Summary

The significance of organizational culture, job satisfaction, and turnover intentions cannot be overstated. Likewise, it is crucial to recognize the substantial influence that organizational culture and job satisfaction can exert on turnover intentions.

The first chapter presented an overall overview of this study. The problem of the study was clearly stated, which led to the objectives that underlined this study. Notably, the study was guided by the intent to examine the nexus among organizational culture, job satisfaction, and turnover intentions among employees of the Assemblies of God church in Ghana. The significance of the study was clearly outlined. The chapter finally captures the limitations of this study as well as its scope. Overall, a comprehensive understanding obtained from the first chapter set the stage for Chapter Two.

The explored literature presented in Chapter Two pertinently highlighted the high turnover rates seen in many organizations, primarily driven by employee job dissatisfaction. Additionally, the review shed more light on the primary factors influencing job satisfaction and turnover intentions within organizations. It was seen that

various researchers hold varying perspectives on the factors that contribute to job satisfaction and turnover intentions.

In the third chapter, information regarding the research design relevant for this study, how the primary data for the study would be collected, organized, analyzed, and presented for easy understanding were addressed. The chapter also presented information on the scientific approach to adopt in terms of approach to data needs, statistical techniques, and systematic probe into the research under study.

Chapter Four looked at the data analyses and discussions of the study. The first sections of the chapter made it clear that teamwork is a key component that employees frequently connect with their job satisfaction. Even though the majority of the correlations between the variables we looked at seemed to be moderate, the findings showed that these relationships were statistically significant. The foundation was built for these indicator variables to be gathered into sets that make sense and each measure the same underlying latent idea. Additionally, this chapter showed that Organizational Culture significantly affects Job Satisfaction. It is interesting, nonetheless, that there is a notable decline in the likelihood of employees wishing to leave their employment when job satisfaction rises, according to a rather high negative association between job satisfaction and turnover intentions. Finally, it was determined in this chapter that the relationship between organizational culture and intentions to leave the Assemblies of God church is mediated by job satisfaction.

5.2 Conclusion

This dissertation is an additional attempt to add to knowledge on the nexus among organizational culture, job satisfaction, and turnover intentions. That notwithstanding, the

novelty lies in the study's application to employees in the Assemblies of God Church in Ghana, rather than in the corporate world. In conclusion, this study has revealed that a positive organizational culture significantly enhances employees' job satisfaction levels. On the other hand, due to the negative correlation observed between job satisfaction and turnover intentions, this study ascertains that as job satisfaction increases, employees are less likely to quit their jobs. Lastly, this study concludes that improving job satisfaction can help mitigate the impact of certain aspects of organizational culture on turnover intentions, since job satisfaction acts as a mediator in the relationship between organizational culture and turnover intentions among the employees of the Assemblies of God church in Ghana.

5.3 Recommendations

Firstly, this study recommends that since teamwork emerged as a key determinant of job satisfaction, the overseers of the Assemblies of God Church in Ghana can bring on board some initiatives that encourage collaboration among staff and the church as a whole. It is again recommended that since organizational culture negatively affects turnover intentions, the leaders of the Assemblies of God church should focus on practices that promote employee-well-being, engagement, and job satisfaction. In addition to this, the Assemblies of God Church leadership should keep an eye on employee turnover intentions, and if high turnover intentions are observed, consider conducting a study to understand specific reasons behind employees' decisions to leave.

As a further study, a comparative study can be conducted to compare the findings from this study with those in different denominations to help identify unique factors that influence job satisfaction and turnover intentions in the religious context. A time series

analysis can also be conducted to provide more insights into the causal relationships of organizational culture, job satisfaction and turnover intentions over time.

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APPENDIX

UNIVERSITY OF EDUCATION

SCHOOL OF BUSINESS

Research Questionnaire

I am a final year student of the School of Business of the University of Education (UEW). As part of the requirement for the award of Master of Business Administration in Human Resource Management, I am conducting a study on organizational culture, job satisfaction and turnover intentions. You have been selected to participate in this study to seek your opinion. This study is for academic purposes and thus the information you will provide be would treated with the greatest confidentiality (Please tick as applicable).

SECTION A: PERSONAL DATA

1. Gender

- a). Female [] b). Male []

2. Age

- 20-25 years 26-31 years 32-37 years 38-43 years 44-49 years
 50-55years 56-61 years over 62 years

2. Level of Education

- Basic JSS/ Middle School Secondary/Technical School Diploma
 Higher Diploma Bachelor Degree Master Degree other (please specify).

4. Number of years working in the Organization

- 1 to less than 5 years 5 to less than 10 years 10 to less than 15 years
 15 to less than 20 years 20 to less than 25 years 25 to less than 30 years

- 30 to less than 35 years over 35 years

5. Position in organization

- Probationer Exhorter Licensed Ordained
 Administrator Account Officer Secretary Security

6. In what range is your monthly salary in Ghanaian currency (Cedis)?

- Less than GHC 500 Less than GHC 600-1000
 Less than GHC 1,100-1,500 Less than GHC 1,600-2,000
 Less than GHC 2,100- 2,500 Less than GHC 2,600-3,000
 Less than GHC 4000-5000 GHC 5000 and over

SECTION A: ORGANIZATIONAL CULTURE

In this section, we ask you to assess five key dimensions of AG Ghana’s culture. You will be providing a picture of how AG Ghana operates and the values that characterizes it. No right or wrong answers exist for these questions, just as there is no right or wrong culture. Every organization will most likely produce a different set of responses. Therefore, be as accurate as you can in responding to the questions. Please circle a number from 1 to 5 using the scale below.

1= Strongly Disagree 2=Disagree 3= Neutral 4= Agree 5=Strongly Agree

NO.	STATEMENT	SCALE				
		1	2	3	4	5
Dominant Characteristics						
1	AG Ghana is a very personal place. It is like an extended family. People seem to share a lot of themselves.					
2	AG Ghana is a very controlled and structured place. Formal procedures generally govern what people do.					
3	AG Ghana is very results oriented. A major concern with getting the job done. People are very competitive and achievement oriented.					
Organizational Leadership Style						
4	The leadership in AG Ghana is generally considered to exemplify mentoring, facilitating or nurturing.					

5	The leadership in AG Ghana is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.					
6	The leadership in AG Ghana is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.					
Management of Employees						
		1	2	3	4	5
7	The management style in AG Ghana is characterized by teamwork, consensus, and participation.					
8	The management style in AG Ghana is characterized by hard-driving competitiveness, high demands, and achievement.					
9	The management style in AG Ghana is characterized by security of employment, predictability, and stability in relationship.					
Organizational Glue						
		1	2	3	4	5
10	The glue that holds AG Ghana together is loyalty and mutual trust. Commitment to AG runs high.					
11	The glue that holds AG Ghana together is formal rules and policies. Maintaining smooth-running.					
12	The glue that holds AG Ghana together is the emphasis on achievement and goal accomplishment. Transformation and innovation are common themes.					
Strategic Emphases						
		1	2	3	4	5
13	AG Ghana emphasizes human development. High trust openness, and participation persist.					

14	AG Ghana emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.					
15	AG Ghana emphasizes major transformational shifts and growth.					

SECTION B: JOB SATISFACTION

For each of the following statement below, please tell us how you feel about your present job, what are you satisfied with and what things you are not satisfied with? Please circle a number from 1-5 using the scale below.

1= Strongly Disagree 2=Disagree 3= Neutral 4= Agree 5=Strongly Agree

NO.	STATEMENT	SCALE				
		1	2	3	4	5
1	I feel I am being paid a fair amount for the work I do.					
2	I am not satisfied with the benefits I receive.					
3	When I do a good job, I receive the recognition for it that I should receive.					
4	Many of our rules and procedures make doing a good job difficult					
5	I am satisfied with my chances of promotion					
6	I do not feel that the work I do is appreciated					
7	I enjoy working with my co-workers					
8	I don't feel my efforts are rewarded the way they should be					

9	I feel a sense of pride in doing my job					
10	There are benefits we do not have which we should have					

SECTION C. TURNOVER INTENTIONS

We would like to ask you how you feel about your present engagement with AG Ghana, compared with alternative ministry opportunities that you may be interested in or obtain. For each of the following statements below, please circle a number from 1 to 5 using the scale below:

1= Strongly Disagree 2=Disagree 3= Neutral 4= Agree 5=Strongly Agree

NO.	STATEMENT	SCALE				
		1	2	3	4	5
1	I intend to leave AG Ghana soon.					
2	I plan to leave AG Ghana in the next little while.					
3	I will quit AG Ghana as soon as possible.					
4	I do not plan on leaving AG Ghana soon					
5	I may leave AG Ghana before too long					

