

Organizational Culture and Employee Turnover at Dahabshiil Bank in Mogadishu, Somalia

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ABSTRACT

The main objective of this study was to establish organizational culture and employee turnover at Dahabshiil Bank in Mogadishu, Somalia. This study conducted at Dahabshiil Bank in Mogadishu, Somalia. This study started February 2021 and finished August 2024. Methods: The study aimed to analyze the organizational culture and employee turnover of Dahabshiil Bank in Mogadishu, Somalia. A total of 200 employees were included, with a sample size of 133. A quantitative research design was chosen for efficiency and cost-effectiveness. Data was collected through a structured questionnaire tool, and quality control measures included validity and reliability. The study involved random and purposive sampling, and all responses were checked for accuracy. The data analysis involved quantitative data analysis and descriptive evaluation. Result: The survey data on organizational values revealed a diverse range of perceptions among respondents. A significant portion expressed dissatisfaction with the clarity of communication about organizational values, while nearly half agreed that they receive clear communication. Employees' self-assessment of their role in promoting a respect-oriented culture revealed diverse perspectives. The influence of organizational values on employees' decisions to stay at work revealed a wide range of perspectives. Recognition by the bank for observing organizational core values revealed a diverse range of experiences and sentiments. The performance appraisal system showed mixed opinions, with 28.1% strongly disagreeing and 17.3% disagreeing. The study shows a negative perception of employee participation in innovation, with a majority disagreeing (85.7%). The impact of Dahabshiil Bank's innovation orientation on employees' commitment to the bank was varying, with 58.6% disagreeing and 30.0% positive, suggesting that the bank's innovation focus influences their decision to stay. Recommendation: The bank should enhance its organizational values through strategies like improved communication, leadership involvement, employee engagement, and feedback mechanisms. To foster a diverse workforce, the bank should reassess its core values. Effective communication is crucial, and leaders should promote the organization's values. To retain employees, tailored retention strategies should consider career progression, compensation, and work-life balance. The recruitment process should be streamlined, and career progression pathways should be established. Lastly, fostering innovation requires increased resources, support, and recognition for employees who contribute to it.

Keywords- Organizational Culture, Employee Turnover, Dahabshiil Bank.

I. INTRODUCTION

Organizational culture critically influences employees' attitudes, performance, and satisfaction, which can greatly affect their turnover levels. Organizational culture determines how an organization responds to the people it employs and treats those talented individuals it wishes to keep and the ones it does not want to remain part of its workforce (Schein,

2017). Many modern investigations stress how a positive organizational culture contributes to higher levels of employee engagement and workplace commitment, lowering turnover intentions (Denison et al., 2023).

On the other hand, a toxic or even unethical organizational culture causes employee discontent and a lack of motivation. It stimulates staff turnover since people expect to work in organizations that reflect their ideals and goals (Chatman & O'Reilly, 2022). The

relationship between organizational culture and employee turnover is even more complex since leadership behaviours, communication behaviour, and managerial support systems are part of the mix. It is also essential for organizations which seek to improve employee turnover and decrease associated costs (Kyndt et al., 2023).

The relationship between organizational culture and employee turnover is critically important for financial institutions operating in challenging environments, such as Dahabshiil Bank in Mogadishu, Somalia. Organizational culture at Dahabshiil Bank is characterized by a blend of traditional values and modern banking practices, reflecting the socio-cultural context of Somalia. However, this unique cultural landscape can also pose challenges in terms of aligning employee values with organizational goals, which may impact turnover rates. The research done in the recent past shows that such conflicts between the organizational culture and the broader cultural practices existing in the societies may cause role conflict among employees, resulting in dissatisfaction and high turnover (Ahmed et al., 2022). Moreover, the instability of Mogadishu's economic and security systems adds to these issues. Therefore, a sound organizational culture around the vital staff is crucial (Ismail & Warsame, 2023). It is, therefore, essential to understand how Dahabshiil Bank's OC affects its employee turnover and formulate measures to improve the ease with which the company retains employees, mainly when the qualified workforce is challenging to come by. Its turnover makes a massive difference in the operations (Yusuf, 2023). The global banking industry is characterized by diverse cultural and regulatory environments, which can complicate efforts to manage organizational culture and employee turnover effectively. Banks operating in multiple countries must navigate various cultural norms and expectations while maintaining a cohesive corporate culture (Trompenaars & Hampden-Turner, 2020). For instance, banks in different regions may face unique challenges related to work-life balance, management practices, and employee expectations, which can influence turnover rates and employee satisfaction (Mendenhall & Oddou, 2022).

Recent research highlights the importance of cultural alignment and agility in reducing employee turnover within global banking organizations. Cultural flexibility is the capacity of an organization to reorient its organizational culture to achieve its organizational goals and objectives in another cultural environment. Because of the continued globalization of banks, this has become crucial (Caligiuri, 2021). Research also indicates that organizations that deal with issues of culture in the right way that are inclusive end up having few employees leaving the banks, and the employees who work there are happy doing their work (Nguyen et al., 2023). Further, the advancement of technology in digital transformation and work-from-home practices has created a new dimension in managing organizational

culture and retaining talents within organizations. Banks that embrace the use of technology to support employees' well-being and promote work flexibility can be in a favorable place to curb turnover and capture the most talented employees (Maznevski & Athanassiou, 2022).

1.1 Background

In Somalia, Culture management plays a key role in employee turnover in diverse organizations, and it applies to the banking sector in Mogadishu, Somalia. In an economically volatile city such as this one, where security threats are ever present, culture directly influences the retention and attraction of employees in banks. Some findings of the recent studies are that when the organizational culture is positive and flexible to adapt to the outside world's problems, the impact of the above-mentioned negative factors is minimized, leading to increased satisfaction and reduced turnover (Ali & Mohamed, 2023). On the other hand, having an unfavourable culture will worsen the turnover problem, especially when job insecurity and economic instability (Kassim & Hussein, 2022). Banks in Mogadishu, therefore, are under pressure to build a positive organizational culture even as they undertake their operations against the backdrop of the challenging operating environment in the city. Thus, knowing how various cultural dimensions affect employee turnover in such a context is crucial to promoting employee retention and organizational stability (Farah & Ahmed, 2023).

Somali banks, work-life balance policies, management style, salary and perks, professional development chances, and general job fit and satisfaction are among the factors that affect employee turnover (Mohamud & Ahmed, 2020). Good retention tactics frequently entail developing a good workplace culture, funding staff training, and establishing a fun, encouraging atmosphere (Mohamud & Isse, 2021).

Somalia's financial sector is still evolving, and companies like Dahabshiil Bank are central to the country's economic development and performance (Abdullahi & Osman, 2022). The nature of culture and the employees in the country are some of the indicators of losing out due to the socio-political environment and lack of regulatory policies to support most organizations (Ali, 2023). In this environment, a positive and inclusive culture is important for Dahabshiil Bank as the company could influence the turnover rate.

Recent research has highlighted the importance of organizational culture in emerging economies like Somalia. A study by Hussein and Ibrahim (2022) found that a supportive organizational culture significantly reduces turnover intentions among employees in Somali financial institutions. Similarly, Ahmed (2023) emphasizes that organizations that prioritize cultural alignment and employee engagement are better positioned to retain their workforce, even in challenging environments. Moreover, the impact of organizational

innovation and orientation on turnover has been increasingly recognized as a critical factor in Somalia's banking sector. Innovative organizations tend to have lower turnover rates as they offer growth opportunities and foster a culture of continuous improvement (Jama & Mohamed, 2023).

Analyzing the effects of the organizational culture on turnover intent is vital to strengthening organizational outcomes and steadiness, which is more so for Dahabshiil Bank in Somalia. Organizational culture comprises the norms, attitudes and behaviours adopted by the organization and transmitted into the working arena (Schein, 2017). A positive organizational culture can enhance the employees' performance, commitment and satisfaction, which leads to minimizing turnover rates in the organization. On the other hand, a toxic organizational culture hampers job satisfaction, increases morale, and leads to higher turnover (Cameron & Quinn, 2017). Among the challenges that prevail in Dahabshiil Bank, the first economy bank in Somalia, are the challenges related to the socioeconomic and political nature of the country. In this respect, the bank's organizational culture is essential in determining employees' experience and turnover. If organizations cultivate an environment that embraces the employees and encourages them to be of value to the organization, the turnover issue will be very small (Denison, 2018). On the other hand, a culture that lacks good leadership, an insufficient reward system, and insufficient support creates pressure that forces the workers to look for opportunities elsewhere, thus causing more turnover (O'Reilly, Caldwell, Chatman & Doerr, 2019).

Employee turnover at Dahabshiil Bank can have profound implications for its operations and competitive edge. High turnover rates are associated with substantial costs related to recruitment, training, and onboarding of new employees (Hom, Lee, Shaw, & Hausknecht, 2017). Additionally, frequent turnover can disrupt workflow, diminish team cohesion, and result in loss of institutional knowledge, adversely affecting the bank's service quality and customer satisfaction (Allen, Hancock, Vardaman, & McKee, 2021). The bank's reputation as an employer can also suffer, making it challenging to attract top talent in the competitive banking industry. Addressing employee turnover requires a comprehensive understanding of the factors contributing to it and the role of organizational culture in mitigating these factors. Research indicates that organizations with a strong, positive culture are more likely to experience lower turnover rates (Rubenstein, Eberly, Lee, & Mitchell, 2018). Implementing strategies that enhance employee engagement, such as fostering a collaborative work environment, recognizing and rewarding employee achievements, and providing clear career development paths, can improve retention (Mitchell, Holtom, & Lee, 2018).

The Somali culture and societal norms could also inform Dahabshiil Bank's policies to operationalize

a positive organizational culture. Increasing cultural relevance and employee diversity, We looked into cultural relevance, recognising and engaging with the community can help improve the stability of the bank's relationship with its employees and the society at large (House et al., 2018). It has been suggested that the organization should try to maintain an organizational culture that would be compatible with the cultural values of the employee strength of Dahabshiil Bank; this would enable it to improve the levels of satisfaction and loyalty of the workforce, which has the potential of longer-term benefits such as low turnover rates.

1.2 Statement of the Problem

Dahabshiil Bank is one of the most prominent banks in Somalia. However, it is currently struggling with several difficulties connected with high employee turnover, which impacts organizational success. Increased employee turnover increases the costs of recruiting and training new employees and reduces organization incinee, disruption of organizational processes and suboptimal utilization of human capital (Hom et al., 2017). These concerns are compounded by socio-economic and political conditions in Somalia in particular and, therefore, the need for Dahabshiil Bank to address the causes of turnover.

A critical factor contributing to high employee turnover is the organizational culture within Dahabshiil Bank. Organizational culture, defined as the shared values, beliefs, and practices that influence employee behavior and attitudes (Schein, 2017), plays a pivotal role in shaping employee satisfaction and retention. A positive organizational culture that promotes employee engagement, recognition, and professional development can significantly reduce turnover rates (Rubenstein, Eberly, Lee, & Mitchell, 2018). Conversely, a negative organizational culture characterized by poor leadership, lack of support, and inadequate recognition can drive employees to leave the organization, seeking better opportunities elsewhere (O'Reilly, Caldwell, Chatman, & Doerr, 2019).

Several other factors make the situation even more complicated, mainly the peculiarities of Somali culture and social structure. This is particularly important in a region characterized by high fluctuation and a tendency toward frequent changes in employment. Indeed, keeping the staff stable and committed is the key to the bank's development in such conditions. Dahabshiil Bank's current organizational culture might not cater to the employees' cultural needs and demands, thus resulting in dissatisfaction and high turnover rates (House et al., 2018). This lack of organizational culture alignment between the current organizational practices and the expectations of its employees requires a complete overhaul of the bank's cultural policies and standards.

Moreover, high turnover rates negatively impact employee morale and productivity, leading to a vicious cycle where remaining employees face increased

workloads and stress, further exacerbating turnover issues (Allen, Hancock, Vardaman, & McKee, 2021). This situation underscores the need for Dahabshiil Bank to develop and implement strategies that foster a positive organizational culture, enhance employee engagement, and reduce turnover rates. By addressing these cultural and retention challenges, Dahabshiil Bank can improve its operational efficiency, maintain its competitive edge, and ensure long-term success in the volatile environment of Somalia.

1.3 Objectives of Study

- i. To examine the impact of organizational values on employee turnover at Dahabshiil Bank in Mogadishu, Somalia.
- ii. To identify the impact of organizational practices on employee turnover at Dahabshiil Bank in Mogadishu, Somalia.
- iii. To establish the impact of organizational innovation orientation on employee turnover at Dahabshiil Bank in Mogadishu, Somalia

II. LITERATURE REVIEW

2.1 Organizational Culture

Organizational culture has been acknowledged far and wide as one of the important antecedents that define the behaviors, attitudes, and turnover intentions of the employees within an organization. A well-developed organizational culture can enhance employee involvement, satisfaction, and commitment, decreasing turnover intention and boosting talent retention. On the other hand, a cultural mismatch between the organization and the workers can often lead to a high employee turnover rate. According to Schein (2017), organizational culture refers to the beliefs, assumptions, orientations, and practices that people working in an organization have. This is the organizational culture that acts as a force responsible for the coordination of the activities of the employees.

2.2 Employee Turnover

Employee turnover may be defined as the rate at which employees resign from a company or an organization, and the company, in turn, hires new employees. It is usually computed for a given period of time, for instance, per annum or per quarter. Employee turnover can thus be defined as the movement of people in an organization in their careers. Hom et al. (2023) rightly said, "Employee turnover or the number of employees who exit the workplace and the new ones joining the workforce has huge concern for human resource management." Some drawbacks include the expenses on recruitment and training and low productivity due to new employees. It was agreed that turnover could potentially compromise the morale of the workers and even the general prevailing ambiance. Previous research has identified that turnover is influenced by job dissatisfaction, poor promotion prospects, or managerial behavior (Jiang Liu, 2023).

2.2.1 Voluntary Turnover

Voluntary turnover means the employees decide to leave the company on their own without being forced by a decision made by the employer where such a decision could be due to compulsory retirement, redundancy or dismissal. Voluntary turnover refers to an employee's decision to leave an organization. According to authors Lee et al. (2023): "Voluntary turnover is one of the significant measurements that organizations ought to monitor since excessively high rates of voluntary turnover may demonstrate issues with employee motivation, satisfaction, or recruitment that the company may need to rectify. Therefore, It is essential to fully understand all the antecedent factors that cause voluntary turnover in an organization to effectively implement strategies geared towards retaining good employees.

2.2.2 Involuntary Turnover

Involuntary turnover refers to instances where an employee's employment is terminated by the employer rather than the employee choosing to leave. Involuntary turnover refers to the termination of an employee by the organization." (Nyberg & Ployhart, 2022). Involuntary turnover is often outside the control of the employee and can have significant impacts on both the individual and the organization. From the employer's perspective, high rates of involuntary turnover can indicate problems with hiring, training, management, or organizational strategy. Understanding the reasons behind involuntary turnover can help companies improve their talent management practices and create more stable, productive workforces.

2.2.3 Functional Turnover

Functional turnover is defined as the quitting of employees either through their own wishes or through those who are important to the organization in terms of functional, operational and competitive positions. Positive turnover represents the ousting of the low performers or the trouble-makers, which is a good thing for the organization. Allen et al. (2022) have stated it as follows: "The management of functional turnover is an important concern for many organizations because the loss of vital employees often poses a big challenge as they cannot be easily replaced in the short term. Therefore, such turnover can be perceived as a difficult problem to solve, especially for human resource and business managers.

Functional turnover can be defined as that type of turnover that becomes helpful or indifferent to the firm's business, principally due to poor performance or organizational incompatibility. Dysfunctional turnover reduces productivity due to the loss-making of employees, while functional turnover is healthy turnover, which may lead to higher team performance and motivation (Allen et al., 2022). Recent research suggests that functional turnover can serve as a mechanism for organizations to refine their workforce, allowing them to replace less effective employees with

individuals who better fit the company's needs (Shaw et al., 2023).

2.2.4 Dysfunctional Turnover

Dysfunctional turnover occurs when employees intentionally leave the company, and their skills, knowledge, or attitudes are incongruent with the organization's goals or values. Although they may be beneficial for the organization when they leave, appropriate turnover management entails early identification of challenges that employees pose, offering feedback and support to the employees, and, where necessary, helping them to leave the organization. It is not always easy, but an organization needs a healthy and highly productive team of employees. Dysfunctional turnover occurs when high-performing employees leave an organization, leading to negative consequences such as loss of critical skills, decreased productivity, and lowered morale among remaining staff. This type of turnover is most damaging for the organization in that it entails the defection of skilled human capital that is hard to source in the market and consequently leads to reduced performance (Park & Shaw, 2023). Recent studies have shown that dysfunctional turnover is frequently driven by factors such as job dissatisfaction, lack of recognition, and insufficient career advancement opportunities (Hom et al., 2022). Additionally, the impact of dysfunctional turnover can be compounded when departing employees take with them valuable institutional knowledge and relationships, which can disrupt ongoing projects and client relations (Hausknecht & Holtom, 2023). To combat dysfunctional turnover, organizations are increasingly focusing on employee retention strategies that include competitive compensation, career development programs, and fostering a positive organizational culture (Allen et al., 2022).

2.3 Organizational Culture and Employee Turnover

2.3.1 Organizational Values on Employee Turnover

These organizational values have long been identified as affecting exertional and volitional outcomes such as turnover intentions and actual turnover. During the past twenty years, a number of studies have focused on this aspect of the relationship. Another recent study is by Lund and Sparr (2023). They adopted a sample of over 2000 workers from various organizations. They found that perceived values fit which is the extent to which an employee's values match with organizational values influenced turnover intentions. In the following year, the employees who perceived that their organization had high-value congruence had turnover intention lower than other employees. This builds on earlier work by Bourne et al. (2019), who conducted a meta-analysis of 50 studies on the antecedents of employee turnover. They determined that organizational values, along with factors like job satisfaction and organizational commitment, were among the strongest predictors of actual voluntary turnover. Employees who felt their values were at odds with the organization were

more than twice as likely to leave their jobs. The empirical evidence suggests that organizational values play a key role in shaping employee retention. By cultivating a strong culture that aligns with employees' personal values, organizations may be able to reduce costly turnover and maintain a stable, engaged workforce.

2.3.1.1 Psychological Value and Employee turnover

The psychological contract is the primary antecedent of turnover intentions and actual turnover behavior since it contains employees' beliefs, principles, and priorities (Van Vianen et al., 2018). Several scholars have conducted empirical studies on this relationship and the evidence suggests that the alignment of the psychological values of an employee with the organizational values system is one of the most significant factors of human capital retention. This extends the work of Bourne et al. (2019), who recently authored a meta-analysis of 50 studies about the antecedents of employee turnover. They determined that organizational values, along with factors like job satisfaction and organizational commitment, were among the strongest predictors of actual voluntary turnover. The results revealed that employees only showed the intent to leave their organizations when they were perceived to have different values from the organizational values during hiring. Lund and Sparr (2023) can be considered one of the most recent sources on the investigated topic. From other industries, they recruited more than 2,109 employees, and what they discovered was that the turnover intentions were, in fact, significantly linked to the organizational values of the employees. There was a significant difference in the intention to quit the organization in the next year amongst employees who perceived a high-value congruency between them and the organization.

2.3.1.2 Occupational Value

High turnover is another significant problem within organizations because the absence of effective and efficient workers reduces organizational effectiveness and competitiveness. Recent literature also points out that occupational values, which are service-related, basic assumptions and priorities defining an individual's viewpoints and choices regarding career paths and work-related behaviors, namely, turnover intentions and behavior, have been found to be highly influential (Guan et al., 2023; Tak, 2021). According to Occupational Self-Selection Theory, building on the P-E fit framework, occupational self-selection theory suggests that individuals gravitate towards occupations that are congruent with their values, personality traits, and interests (Borgen, 2018). This self-selection process shapes employees' career choices and commitment to their chosen occupation, which in turn influences their decisions to leave or remain with an organization. Occupational value, therefore, captures the perception that people have towards their jobs, including job satisfaction, perceived job satisfaction, job-related

satisfaction, factors of job satisfaction, perceived organizational support, job rewards, self-employment, pay satisfaction, security satisfaction, satisfaction with tenure, intrinsic satisfaction, extrinsic satisfaction, satisfaction with organizational culture, structural satisfaction, and perceived value. This value reinforces the loyalty and dedication of the employees for their career and their propensity to stay in their existing jobs or move out into the job market (Duffy et al., 2023). When employees attach high occupational value to the job, they tend to have high job satisfaction, motivation, and strong professional commitment, leading to a low turnover rate (Hirschi et al., 2022).

2.3.2 Organizational Practices and Employee Turnover

Another important factor that causes employee turnover rates is the quality of the HR practices in an organization. Prior research has pointed out that organizations with rich and well-organized HR practices, including attractive remuneration packages, comprehensive training and development mechanisms, and well-defined career paths, will likely enjoy lower employee turnover rates (Smith et al., 2022; Pfeffer, 2020). Apart from this, other factors are also associated with employee turnover, including the quality of leadership and management within an organization. Result-oriented leaders who give their workers a sense of direction, encouragement, and appreciation will likely have their employees stay with the company (Griffith et al., 2023; Lam et al., 2021). The work environment and organizational culture are also important factors in employee turnover. Studies show that the turnover rate is relatively lower when employees are treated well, work in a friendly, stress-free environment, and have work hours that are balanced with personal time (Castillo et al., 2023; Kang et al., 2022).

People management processes, policies, and managerial activities about termination, hiring, training, performance appraisal, and compensation determine employee turnover to significant degrees. The practices that have been identified to affect the turnover rates include compensation that is offered together with other rewards, advancement, and opportunities for growth, and a work environment that embraces employees (Meyer & Allen, 2023). Such practices help develop an organizational culture that would make the employees feel wanted and encouraged to remain in the organization. Common organizational mismanagement includes a lack of proper management, no recognition, and few growth prospects, which may cause job dissatisfaction, disengagement, and eventually increased turnover (Holtom et al., 2022). Current studies show that companies focusing on openness, employees' health, and remote work can keep high-performing employees and reduce attrition rates (Bauer et al., 2023). Thus, Practices that are congruent with employees' requirements and expectations positively impact retention and boost the

organization's performance and competitiveness (Klein & Kozlowski, 2023).

2.3.2.1 Organizational Standard Practices and Employee Turnover

Numerous studies have been carried out relating to the impact of OSPs on turnover rate. Smith et al. (2022) pointed out that, in a given organization, it will be very difficult to record high turnover levels if only the policies, procedures, and expectations on employee performance are well articulated and communicated in the organization. As the authors have pointed out, when the employees comprehend what they are expected to do they are content indicating lower perceived job ambiguity and job dissatisfaction hence improving on their job satisfaction and turnover intentions. Similarly, a meta-analysis conducted by Johnson et al. (2021) revealed that organizations with standardized training and development programs, performance management systems, and career advancement opportunities tend to have lower employee turnover rates. The authors argue that these practices help employees feel valued, supported, and invested in, which can foster a sense of organizational commitment and reduce the likelihood of employees seeking employment elsewhere.

Organizational standard practices, including established procedures and policies that guide day-to-day operations, significantly influence employee turnover. These standard practices encompass various aspects of the work environment, such as recruitment, onboarding, performance management, and employee support systems. Effective standard practices are designed to create a stable and supportive work environment, which can enhance employee satisfaction and reduce turnover (Boswell & Boudreau, 2023). Effective onboarding procedures, clear procedures for performance appraisal, and strong support and facilities for the employees help to develop the level of engagement and retention in the organization (Breugh & Starke, 2022). On the other hand, unhelpful or overstated standard methods result in job discontent, confusion, and perceived injustice, thus making employees seek better jobs (Brewster et al., 2023). Recent studies emphasize that organizational standards should be in sync with employees' expectations and objectives to avoid turnover and have a strong workforce (Ng & Feldman, 2022).

2.3.2.2 Organizational Hierarchy, Structure, and Employee Turnover

In a study done by Wang et al. (2023), it was established that companies with top managerial and centralized employee structures have high employee turnover rates. The researchers explain that in such types of organizations, many employees can experience low levels of decision-making autonomy, limited promotional opportunities, and limited decision-making inclusion, which contribute to employees' job dissatisfaction and increased turnover intentions. On the other hand, in Li and Zhang's research (2022), it is

shown that companies with highly decentralized and adaptable organizational environments can have fewer rates of turnover among their employees. The researchers reported that where the employee enjoys discretion, decision-making power, and mobility in the organization, they feel empowered and hence exert high job contentment and organizational commitment.

Furthermore, a meta-analysis by Park and Sturman (2021) revealed that organizations with a larger span of control (i.e., a higher ratio of subordinates to managers) tend to have higher employee turnover rates. The authors argue that in these types of organizations, employees may feel a lack of support, supervision, and opportunities for feedback and development, which can contribute to feelings of isolation and a desire to leave the organization. Organizational hierarchy and structure play a significant role in employee turnover. Organizations with more centralized, hierarchical, and rigid structures tend to experience higher rates of employee turnover, while those with more decentralized, flexible, and empowering structures tend to have lower turnover rates. By understanding the impact of organizational hierarchy and structure on employee outcomes, organizations can better design their structures and practices to promote employee engagement, satisfaction, and retention. Most of the organizational structure and form are crucial in determining the levels of turnover through aspects such as satisfaction, flow of communication, and promotional opportunities enjoyed by the employees. It appears that a defined hierarchy and structure support engorged definable roles, duties, and accountability lines that assist employees in comprehending their role and career path/position in the organization (Morrison, 2023). Studies show that firms with structures that are not highly centralized normally have low turnover rates as they give employees more chances to be involved and empowered, thus leading to high job satisfaction and organizational commitment (O'Reilly et al., 2022).

Conversely, rigid hierarchical structures may create barriers to communication and limit career progression, leading to frustration and higher turnover rates (McDonald & Makin, 2023). Recent studies suggest that organizations that effectively manage their structure to provide career development opportunities, enhance communication, and support employee autonomy tend to retain talent more successfully (Parker et al., 2023). Adapting organizational hierarchy and structure to align with employees' needs and expectations can thus be crucial in mitigating turnover and fostering a more engaged workforce.

2.3.2.3 Organizational Policy, Regulation, and Employee Turnover

Choi and Lee (2023) confirmed that organizations that have advanced and communicated policies and regulations are likely to be associated with a low level of employee turnover. In this regard, the researchers posit that when the employees comprehend

well the expectations, rights, and benefits they have in an organization, they will feel embraced in their positions, thus first signifying increased commitment to the organization and secondly; they will have lower tendencies of wanting to quit. Huang and Wu (2022) also found that organizations with numerous policies and regulations regarding work-life balance, flexible work hours, working from home, and many leave provisions observed a turnover rate among employees. The authors argue that these types of policies help employees better manage the demands of their personal and professional lives, leading to higher levels of job satisfaction and a reduced likelihood of leaving the organization.

Furthermore, a meta-analysis by Anderson et al. (2021) examined the impact of organizational policies and regulations related to employee development and training. The researchers found that organizations with robust professional development programs, clear career advancement opportunities, and effective performance management systems tend to have lower employee turnover rates. These policies and regulations help employees feel valued and supported, thus giving them more reason to remain with the organization. Employee turnover is greatly influenced by the policies, and regulations an organization has set. The nature and extent of turnover are, to a significant extent, highly dependent on the availability of clearly established, communicated employees and employee-responsive policies and directives, particularly those regarding work/shirking balance and training.

2.4 Organizational Innovation, Orientation, and Employee Turnover

The study by Xie et al. (2023) discovered that organizations with a higher level of innovative orientation, a high level of risk-taking, implementing new technology, and the intention to deliver innovative products or services have a low turnover level. With this understanding, the researchers propose that such organizations ensure that employees receive more challenges or growth opportunities, resulting in higher satisfaction and commitment to the organizations. In contrast, a study by Lu and Wang (2022) suggests that organizations with a rigid, bureaucratic orientation that is resistant to change may experience higher rates of employee turnover. The researchers found that when employees perceive their organization as inflexible and unwilling to adapt to market demands, they are more likely to feel frustrated and dissatisfied, ultimately increasing their likelihood of leaving the organization.

2.4.1 Individual Performance and Employee Turnover

Individual performance is closely linked to employee turnover, as high performers and low performers often exhibit different turnover behaviors. High performers, who consistently deliver exceptional results, are more likely to experience job satisfaction and organizational commitment, which can reduce their likelihood of leaving, especially if they receive adequate

recognition and rewards (Holtom et al., 2023). However, high performers may also be at risk of turnover if they perceive a lack of growth opportunities, inadequate compensation, or misalignment with organizational goals (Ng & Feldman, 2023). However, low performers may experience a higher rate of turnover because of dissatisfaction with perceived job fit, low performance, or the pressure that comes with performance management (Gong et al., 2022). Increased retention for both high performers and low performers is observed through feedback, training, and reward systems that pay attention to their needs and motivate them (Vandenberghe & Tremblay, 2023). Current studies have found that retention initiatives should be targeted at the level of performance in order to reduce turnover to within its optimal level and enhance the organization's efficacy (Hom et al., 2023). Individual performance plays a significant role in employee turnover, with high-performing employees often demonstrating different turnover behaviors compared to low performers.

The relationship between individual performance and turnover is complex, influenced by factors such as job satisfaction, organizational commitment, and opportunities for growth. A recent study by Ng and Feldman (2023) found that employees with higher levels of job performance are less likely to voluntarily leave their organization. High-performing employees are typically more valued by their employers and often receive better compensation, career development opportunities, and recognition. These factors contribute to a stronger sense of organizational commitment, which reduces their likelihood of turnover. When employees feel that their efforts are recognized and Sought After, they are more likely to remain loyal to the company as they are sure that they are adding value to it. Park and Kim (2022) highlighted their research study of learner learning, highlighting that those performing above their set goals were less inclined towards turnover behaviors. Consequently, if an employee can achieve all or most of the performance standards set by the management, this leads to feelings

of reward or reward perceived in the form of satisfaction that will enhance job satisfaction. The employees who feel that they have attained the targeted goals offered while at work and those who think that they are appreciated are, in most cases, denied employment opportunities and often expressed delight in being in their current job position.

III. METHODOLOGY

The study aimed to examine the organizational culture and employee turnover of Dahabshil Bank, for which individual responses were required. As a survey question, the Likert scale provided the researcher with data in numerical form for this study, and the researcher used a quantitative research design. The target population was 200, comprising employees of Dahabshil Bank Mogadishu, 30 senior management, 50 middle management, 40 junior employees, and 80 customer service employees. The justification was that all the responses mentioned above were considered stakeholders. Sloven's formula was employed to determine the sample size. It is computed as $n = \frac{N}{1 + \frac{N}{e^2}}$

$$n = \frac{200}{1 + 200 (0.50)^2}$$

$$n = 133$$

3.1 Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.987	18

Primary Source: 2024

IV. RESULTS

4.1 SECTION A: Bio-Data

Age			
		Frequency	Percent
Valid	20-25	29	21.8
	25-30	48	36.1
	30-35	35	26.3
	35-40	11	8.3
	Above 40	10	7.5
	Total	133	100.0
Gender			
Valid	Male	94	70.7
	Female	39	29.3
	Total	133	100.0
Marital Status			
Valid	Single	59	44.4

	Married	65	48.9
	Widowed/Divorced	9	6.8
	Total	133	100.0
Level of Education			
Valid	Secondary Level	10	7.5
	Bachelor Level	69	51.9
	Master Level	53	39.8
	Ph.D. Level	1	.8
	Total	133	100.0
Occupation			
Valid	Senior Management	16	12.0
	Middle Management	45	33.8
	Junior Employees	57	42.9
	Customer Service	15	11.3
	Total	133	100.0

Primary Source: 2024

The survey targeted a group of employees aged 20-25, with the other 51% of employees aged 25-30. The majority were male, with 70.7% of the respondents were above 40 years of age. The majority of them were single, at 44.4%, married 48.9% of them, and they were from different educational backgrounds. Some were from Bachelor level, Master level, and Ph. D level 51.9%.

Most of them were in senior positions, 12.0% of total employees were in Senior Management positions, 33.8% in Middle Management positions, 42.9% in junior positions, and 11.3% were in customer service positions.

4.2 SECTION B: Organizational Value

	SD	D	N	A	SA	Total
I get clear communication about organizational values	10 (7.5%)	35 (26.3%)	24 (18%)	26 (19.5%)	38 (28.6%)	133 (100%)
The values of Dahabshiil Bank align with my personal values	36 (27.1%)	43 (32.3%)	29 (21.8%)	15 (11.3%)	10 (7.5%)	133 (100%)
I promote a culture of respect	2 (1.5%)	14 (10.5%)	41 (30.8%)	42 (31.6%)	34 (25.6%)	133 (100%)
The organizational values influence my stay at work	19 (14.3%)	22 (16.5%)	25 (18.8%)	32 (24.1%)	35 (26.3%)	133 (100%)
I'm recognized by the bank for observing organizational core values	26 (19.5%)	25 (18.8%)	31 (23.3%)	38 (28.6%)	13 (9.8%)	133 (100%)
I'm positive to organizational values	8 (6.0%)	15 (11.3%)	26 (19.5%)	39 (29.3%)	45 (33.8%)	133 (100%)

Primary Source: 2024

SD=Strongly Disagreed, D=Disagreed, N=Neutral, A= Agreed SA= Strongly Agreed

The survey reveals that a majority of respondents (7.5%) disagree with the clear communication about organizational values, while 26.3% disagree with the alignment of the bank's values

with personal values. The majority (32.3%) disagree with the promotion of a culture of respect, while 14.5% disagree with the influence of organizational values on work stay. The majority (23.5%) disagree with the

recognition of employees for observing core values by the bank. The majority (6.0%) disagree with the positive attitude towards organizational values, with 11.3% disagreeing and 19.5% agreeing. The survey also shows

a lack of agreement on the bank's recognition of employees for observing core values.

4.3 Section C: Organizational Practices

	SD	D	N	A	SA	Total
I find the organization's recruitment process effective	26 (19.5%)	29 (21.8%)	28 (21.1%)	29 (21.8%)	21 (15.8%)	133 (100%)
I find the organization's selection process effective	23 (17.3%)	37 (27.8%)	28 (21.1%)	25 (18.8%)	20 (15.0%)	133 (100%)
I find the organization's employee career development efforts effective	29 (21.8%)	29 (21.8%)	29 (21.8%)	23 (17.3%)	23 (17.3%)	133 (100%)
I find the organization's employee training programs effective	41 (30.8%)	35 (26.3%)	27 (20.3%)	18 (13.5%)	12 (9.0%)	133 (100%)
I find the organization's employee career development efforts effective	30 (22.6%)	29 (21.8%)	27 (20.3%)	22 (16.5%)	25 (18.8%)	133 (100%)
I find the organization's performance appraisal system effective	28 (21.1%)	23 (17.3%)	32 (24.1%)	33 (24.8%)	17 (12.8%)	133 (100%)

Primary Source: 2024

The survey results show that a majority of respondents (26.5%) strongly disagree with the effectiveness of an organization's recruitment process, with 21.8% disagreeing and 21.1% neutral. The majority (27.8%) disagree with the selection process, while 21.8% agree with it. The majority (27.8%) disagree with the organization's employee career development efforts, with 21.8% disagreeing and 17.3% agreeing. The majority (30.8%) disagree with the

organization's employee training programs, with 26.3% disagreeing and 20.3% neutral. The majority (22.6%) strongly disagree with the organization's performance appraisal system, with 21.1% disagreeing and 17.3% agreeing. The results highlight the need for improvement in employee development and performance appraisal systems.

4.4 Section D: Organizational Innovation Orientation

	SD	D	N	A	SA	Total
the level of innovation is recommendable	27 (20.3%)	29 (21.8%)	26 (19.5%)	31 (23.3%)	20 (15.0%)	133 (100%)
I feel that Dahabshiil Bank encourages innovation and creativity	37 (27.8%)	40 (30.1%)	18 (13.5%)	23 (17.3%)	15 (11.3%)	133 (100%)
I see that Dahabshiil Bank invests in new technologies	32 (24.1%)	34 (25.6%)	24 (18.0%)	22 (16.5%)	21 (15.8%)	133 (100%)
I believe Dahabshiil Bank invests in innovative solutions	47 (35.3%)	47 (35.3%)	18 (13.5%)	11 (8.3%)	10 (7.5%)	133 (100%)
I notice there are opportunities for employees to participate in innovation-related	56 (42.1%)	58 (43.6%)	12 (9.0%)	3 (2.3%)	4 (3.0%)	133 (100%)
I feel that the bank's orientation towards innovation influences my stay at work	41 (30.8%)	37 (27.8%)	15 (11.3%)	18 (13.5%)	22 (16.5%)	133 (100%)

Primary Source: 2024

The survey results show that a majority of respondents disagree with the level of innovation recommended by Dahabshiil Bank. The majority of respondents disagree with the bank's investment in new technologies, particularly in innovative solutions. The

majority also disagree with the bank's approach to innovation, with only a small percentage of respondents agreeing with the bank's focus on innovation. The majority of respondents also disagree with the bank's approach to employee participation in innovation-related

activities. The majority of respondents also disagree with the bank's attitude towards innovation, with only a small percentage of respondents agreeing with the bank's approach.

V. CONCLUSION

The study aimed to investigate the impact of organizational values, practices, and innovation orientation on employee turnover at Dahabshiil Bank in Mogadishu, Somalia. A total of 200 employees were included in the study, with a sample size of 133. Data was collected through a structured questionnaire tool, and the instrument's reliability was tested using Cronbach's alpha method. The study used a quantitative research design, with a focus on efficiency, quick data collection, and low-cost. The results were analyzed using descriptive evaluation to describe significant variables and associated indicator objects. The survey data on organizational values revealed a varied distribution of perceptions among respondents. A significant portion expressed dissatisfaction with the clarity of communication about organizational values, with over one-third feeling disconnected or inadequately informed. Nearly half of the respondents agreed that they receive clear communication about organizational values, suggesting that the organization has effective communication strategies that resonate with a significant portion of its workforce.

Employees' self-assessment of their role in promoting a culture of respect within the organization revealed diverse perspectives. A small proportion of respondents (1.5%) strongly disagreed, suggesting that only a small fraction of the workforce feels disconnected from the organization's respect-oriented culture. However, a majority of respondents (31.6%) agreed, and 34 (25.6%) strongly agreed that they promote a respectful culture. The influence of organizational values on employees' decisions to stay at work revealed a wide range of perspectives. A significant portion of respondents (14.3%) disagreed with the statement that organizational values influence their decision to stay at work, suggesting that other factors, such as compensation, job security, career opportunities, or work-life balance, may be more critical in these employees' decisions to stay at work. On the positive side, a majority of respondents (24.1%) agreed and 35 individuals (26.3%) strongly agreed that organizational values significantly impact their decision to remain with the company. Recognition by the bank for observing organizational core values revealed a diverse range of experiences and sentiments. A high level of disagreement is concerning, as recognition is a key factor in employee motivation and satisfaction. On the positive side, 29 individuals (21.8%) agreed, and 21 individuals (15.8%) strongly agreed that they find the organization's recruitment process effective. On the positive side, 13.5% agreed, and 9.0% strongly agreed

that they find the organization's training programs effective. Career development efforts also showed mixed opinions, with 22.5% agreeing and 18.8% strongly agreeing that they find the organization's efforts effective.

The performance appraisal system showed mixed opinions, with 28.1% strongly disagreeing and 17.3% disagreeing. Neutral responses indicate that employees may have mixed feelings or are uncertain about the organization's commitment to innovation. On the positive side, 31 individuals (23.3%) agreed, and 20 individuals (15.0%) strongly agreed that the level of innovation in the organization is recommendable. Dahabshiil Bank's encouragement of innovation and creativity is also a topic of discussion. A significant proportion of respondents either strongly disagreed (27.8%) or disagreed (30.1%) that the bank fosters an environment conducive to innovation and creativity. Investing in new technologies is also a topic of discussion, with a notable proportion (66.7%) disagreeing or disagreeing with the statement. The study shows a negative perception of employee participation in innovation among respondents, with a majority of 114 disagreeing (85.7%). This lack of structured channels for ideas and participation may hinder the organization's innovation potential. Only 2.3% of respondents expressed a positive view, suggesting these opportunities are rare. The study also shows varying views on the impact of Dahabshiil Bank's innovation orientation on employees' commitment to the bank, with 58.6% disagreeing and 30.0% positive, suggesting that the bank's innovation focus influences their decision to stay.

Recommendation

- The bank should enhance its organizational values through strategies like improved communication, leadership involvement, employee engagement, and feedback mechanisms.
- To foster a diverse workforce, the bank should reassess its core values.
- Effective communication is crucial, and leaders should promote the organization's values.
- To retain employees, tailored retention strategies should consider career progression, compensation, and work-life balance.
- The recruitment process should be streamlined, and career progression pathways should be established.
- Lastly, fostering innovation requires increased resources, support, and recognition for employees who contribute to it.

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