

Influence of Organisational Culture and Alienation on Employees' Turnover Intention In Ogun State Agricultural Development Programme (Ogadep), Nigeria

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ABSTRACT

This study investigated the influence of organisational culture and job alienation on employee turnover intention at the Ogun State Agricultural Development Programme (OGADEP) in Abeokuta, Nigeria. A descriptive survey design was employed, with data collected from 125 employees selected through simple random sampling using a structured questionnaire. Data were analysed using descriptive and inferential statistics. Findings revealed a mature workforce, with the largest age group being 41–50 years (31.2%). The respondents were predominantly female (53.6%), married (72.0%), held a B.Sc degree (52.0%), and occupied senior-level positions (68.8%). Results indicated that while organisational culture was perceived positively regarding professional growth (Mean=3.48), weaknesses in strategic vision (Mean=3.07) were apparent. Regarding job alienation, while a majority (58.4%) scored in a favourable, low-alienation range, a substantial 41.6% of respondents reported unfavourable levels, experiencing feelings of powerlessness and meaninglessness. Pearson correlation analysis revealed a significant, strong negative relationship between organisational culture and turnover intention ($r=-0.667$, $p=0.039$) and a significant positive relationship between job alienation and turnover intention ($r=0.265$, $p=0.003$). In contrast, Chi-square tests showed no significant association between personal characteristics, such as age ($\chi^2=6.361$, $p>0.05$) and sex ($\chi^2=0.329$, $p>0.05$) and turnover intention. The study concluded that a positive organisational culture reduces the intention to leave, while job alienation, affecting a notable portion of the workforce, increases it. It is recommended that OGADep focus on strengthening its culture to improve employee engagement and retention.

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

Introduction

Employees are the central resources of an organisation. They work hard to help increase sales and profits for the company. Organisations that are goal-oriented are usually driven by a value-motivated organisational culture to achieve its goals and objectives. Organisational culture is formed by shared values and beliefs within an organisation, which influences the thoughts and behaviours of its members.

It is an important environmental factor that affects employee motivation [11].

Alienation refers to a psychological and social condition where employees feel disconnected, isolated, or estranged from their work environment, tasks, colleagues, or the organisation itself. Work alienation is a negative attitude toward work that refers to an estrangement or disconnect from work [9]. Studies indicate that an unsupportive workplace culture may cause employees to feel disconnected, ultimately leading to voluntary resignation [12].

Thus, the interplay between organisational culture and alienation can be instrumental in addressing high turnover rates. Employee turnover remains a critical challenge for organisations worldwide, disrupting productivity, lowering employee morale, and threatening organisational stability [24]. High turnover rates can often be traced to a misalignment between employees and the prevailing organisational culture, as well as feelings of alienation among the workforce [5]. At the Ogun-Osun River Basin Development Authority (O-ORBDA), Abeokuta, Ogun State, this issue may also arise, and economic struggle and scarcity of employment opportunities can make the problem even worse. Consequently, employee turnover does not support organisational stability, increases productivity, and impairs growth. This study intends to understand ways in which organisational culture influences turnover intention and how employee alienation impacts turnover intention in O-ORBDA.

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The study, therefore, identified the following specific objectives:

1. Describe the socio-economic characteristics of respondents in the study organisation, and
2. Examine the organisational culture in the study organisation.
3. Identify the perception of respondents on organisational alienation in the study organisation.
4. determine the level of employees' turnover intention in the study organisation.

Hypotheses of the study

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

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

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

Literature Review:

Organisational culture refers to the shared values, beliefs, norms, and practices that shape behaviour and interaction within a workplace [6]. It forms the foundation of how organisations function and significantly impacts employees' attitudes, job satisfaction, and loyalty. Research shows that a positive organisational culture fosters employee engagement, commitment, and retention [6]. Cultures that emphasise support, collaboration, innovation, and employee well-being are less likely to experience high turnover rates. On the contrary, toxic work cultures marked by rigid hierarchies, lack of recognition, and poor communication contribute to disengagement and higher turnover intentions [25]. In organisational analysis, culture describes the influence and interaction among employees and between employees and the specific institution, organisation, or service they work in. Workplace alienation describes the disconnection employees feel from their job roles, the organisation, or their work environment. This phenomenon is tied to several adverse outcomes for both individuals and organisations, including reduced job satisfaction, lower productivity, and increased turnover [7]. [8] identified alienation as a significant driver of turnover intention among Ghanaian bank employees, attributing it to excessive workloads and lack of meaningful engagement. Similarly, ¹⁶ examined the aviation industry in Turkey and found that work alienation fully mediated the relationship between turnover intention and loneliness, suggesting that alienated employees are more likely to disengage and seek exit. The study highlighted psychological factors, such as feelings of isolation, as amplifiers of turnover intention in alienated workers. Alienation also interacts with organisational culture.

Turnover

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

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

Results and Discussion: Socio-economic characteristics of the Respondents

Sex: Results in Table 1: shows that 53.6% of the respondents were female while 46.4% were male. Hence, there were more male employees than female employees in the study area. It could be inferred from the findings that there are more female respondents in the organisation than male and this could be as a result of the emphasis placed on men by society as being responsible for their household (wives and children) thereby making women dependent. ¹⁸, posited that male were more involved in agricultural services than their female counterparts.

Age: The result of the study represented in Table 1 indicated that most of the employees (31.2%) are between 41-50 years. This result shows that employees are no longer in their youthful years and negates the opinion of ¹⁵ who found that the strength of a young employee is in the strength of their youth.

Educational Status: Results in Table 1 indicate that 52% of the respondents possess a BSc degree, while 20.8% and 18.4% has an MSc and HND certificates respectively. This implies that respondents in the study area had a reasonable level of tertiary education. This implies that employees in the study area are learned fellow. This is also supported by ²¹ who asserted that workers with high level of education have capacity to learn innovation.

Marital Status: With a percentage of 72 results in Table 1 indicates that majority of the respondents in the study area were married and 24% were single. These results supports the opinion of the tradition that encourages mature people to get married in this part of the world ¹. This is good for the organisation because marriage goes with sense of household tasks, responsibilities and accountabilities which can be showcased in the work environment [10].

Religion: Results from Table 1 showed that 72% of the respondents are Christians and 26.4% are Muslims. This reveals that respondents have some form of spirituality. [14] stated that spirituality in the workplace improves the morale of employees, thus, making them more committed to their jobs.

Working Experience: The results in Table 1 shows that the majority (22.4%) of the respondents had year of working experience of between 6-10 years. This result indicates that the respondents are highly experienced on their job. This result further proves that most of the respondents have acquired some experience on the job and they are also expert on their job. According to [13] work experience obtained by employees over time will help them to improve to carry out their individual task.

Income: Results in Table 1 shows that most (25.6%) of the respondents in the study earn between ₦101,000 and ₦150,000 monthly. It could be inferred from the findings that employees in the study area earn for their services in the organisation which could contribute to their commitment at work. This is in line with [4] who asserted that institutions that seek to attract and retain highly productive and efficient employees cannot shy away from facing the challenges posed by the need to pay wages adequately in a competitive environment.

Rank: Results from Table 2 shows that majority of the respondents (68.8%) of the respondents were senior staff while 31.2% of the respondents were junior staff. This result showed that the respondents were distributed within the ranks in the ministry.

Table 1: Frequency distribution showing socio-economic characteristics of respondents (N=125)

Variables	Category	Frequency (n)	Percentage (%)
Age (years)	<20 years	2	1.6
	21–30 years	28	22.4
	31–40 years	17	13.6
	41–50 years	39	31.2
	51–60 years	31	24.8
	>60 years	8	6.4
Sex	Male	58	46.4
	Female	67	53.6
Marital Status	Single	30	24
	Married	90	72
	Divorced	3	2.4
	Widowed	2	1.6
Level of Education (LOED)	NCE	1	0.8
	OND	9	7.2
	HND	23	18.4
	B.Sc	65	52
	M.Sc	26	20.8
	Ph.D	1	0.8
Religion	Christianity	90	72
	Islam	33	26.4
	Traditional	2	1.6
Years of Work Experience (YOWE)	<5 years	26	20.8
	6–10 years	28	22.4
	11–15 years	19	15.2
	16–20 years	19	15.2
	21–30 years	18	14.4
	31–40 years	9	7.2
	>41 years	6	4.8
Income (₦)	<50,000	19	15.2
	51,000–100,000	30	24
	101,000–150,000	32	25.6
	151,000–200,000	19	15.2
	>200,000	25	20
Rank	Lower level staff	39	31.2
	Senior level staff	86	68.8

Source: Field Survey, 2025

Table 2: Organizational culture in OGADEP (N=125)

Statements	SA	A	U	D	SD	Mean	S
The organization's policies reflect fairness and consistency.	10 (8.0%)	73 (58.4%)	12 (9.6%)	7 (5.6%)	23 (18.4%)	3.32	1.27
The organization recognizes and rewards employee achievements appropriately.	13 (10.4%)	66 (52.8%)	8 (6.4%)	36 (28.8%)	2 (1.6%)	3.42	1.06
Diversity and inclusion are prioritized within the workplace culture	13 (10.4%)	72 (57.6%)	13 (10.4%)	15 (12.0%)	12 (9.6%)	3.47	1.13
The organization provides opportunities for professional growth and development.	20 (16.0%)	58 (46.4%)	14 (11.2%)	28 (22.4%)	5 (4.0%)	3.48	1.13
The organization prioritizes employees' wellbeing in decisionmaking.	14 (11.2%)	57 (45.6%)	12 (9.6%)	32 (25.6%)	10 (8.0%)	3.26	1.19
The organization values and respects employees' contributions.	3 (2.4%)	60 (48.0%)	27 (21.6%)	25 (20.0%)	10 (8.0%)	3.17	1.04

Organizational culture in OGADEP

Table 2 shows how employees in OGADEP view their organisational culture, based on average responses to various statements. The statement with the highest mean score was that the organisation provides opportunities for professional growth and development (Mean = 3.48), indicating that employees believe they have access to career advancement and skill-building opportunities. This was followed by the view that diversity and inclusion are prioritised in the workplace (Mean = 3.47), and that employee achievements are recognised and rewarded appropriately (Mean = 3.42). Responses also indicated that leadership reflects the organisation's core values (Mean = 3.37), and that the organisation's policies are fair and consistent (Mean = 3.32). Teamwork and collaboration were also valued (Mean = 3.30), and many respondents indicated that the organisational culture aligns with their personal values (Mean = 3.28). Views on employee well-being in decision-making (Mean = 3.26) and open communication across all levels (Mean = 3.24) received moderately positive responses. Leadership transparency (Mean = 3.22) and respect for employee contributions (Mean = 3.17) were rated slightly lower. The lowest mean scores were recorded for the encouragement of risk-taking and innovation (Mean = 3.10) and the presence of a clear and shared organisational vision (Mean = 3.07). These results indicated that while several aspects of the organisational culture are positively perceived, areas such as innovation and strategic clarity may require further attention. This pattern mirrors research by [3], which associated participative cultures with enhanced engagement and productivity in West Africa and aligns with [17] emphasis on culture's role in retention and loyalty among Nigerian staff

There is a clear and shared vision guiding organizational goals.	13 (10.4%)	51 (40.8%)	14 (11.2%)	26 (20.8%)	21 (16.8%)	3.07	1.31
The organization's leadership fosters trust and transparency.	11 (8.8%)	49 (39.2%)	26 (20.8%)	34 (27.2%)	5 (4.0%)	3.22	1.07
Open communication is encouraged and practiced across all levels of the organization.	14 (11.2%)	53 (42.4%)	15 (12.0%)	35 (28.0%)	8 (6.4%)	3.24	1.17
Teamwork and collaboration are integral to the organizational culture.	17 (13.6%)	54 (43.2%)	13 (10.4%)	31 (24.8%)	10 (8.0%)	3.30	1.21
The organizational culture aligns with my personal values and beliefs.	15 (12.0%)	50 (40.0%)	23 (18.4%)	29 (23.2%)	8 (6.4%)	3.28	1.14
Risk-taking and innovation are encouraged in this organization.	15 (12.0%)	40 (32.0%)	20 (16.0%)	43 (34.4%)	7 (5.6%)	3.10	1.17
Leadership sets a good example of the organization's core values.	22 (17.6%)	44 (35.2%)	26 (20.8%)	24 (19.2%)	9 (7.2%)	3.37	1.19

Source: Field Survey, 2025 Note: figures in parenthesis are in percentages SD – Strongly Disagree, D – Disagree, U – Undecided, A – Agree, SA – Strongly Agree

Respondents' Perception of Organisational Alienation in OGADEP

Table 3 presents the perceptions of employees regarding organisational alienation in OGADEP. The highest mean response was to the statement "I rarely see the value of my contributions to the organisation" (Mean = 2.61), indicating that many employees feel that their work is not meaningful or impactful. This was closely followed by "I feel excluded from important decisions in my workplace" (Mean = 2.60) and "I do not feel connected to the events in my workplace" (Mean = 2.59), reflecting a sense of exclusion and disconnection from organisational processes. Some respondents agreed that they often wish they were doing something else (Mean = 2.56) and that they do not feel like putting in their best effort (Mean = 2.44), showing signs of low motivation. Additionally, feelings of being undervalued (Mean = 2.42), disconnected from organizational goals (Mean = 2.42), and growing disillusionment about their work (Mean = 2.40) were reported.

Employees also felt that their jobs lacked meaning (Mean = 2.39), recognition (Mean = 2.36), and opportunities for growth (Mean = 2.34). Statements such as "My job responsibilities often conflict with my personal values" (Mean = 2.34) and "I feel detached from the outcomes of my work" (Mean = 2.46) further emphasised emotional and psychological distance. The lowest mean scores were recorded for "I feel estranged or disconnected from myself" (Mean = 2.29) and "I do not have a clear sense of purpose in my job" (Mean = 2.26), though these still reflect a level of disengagement. The responses indicated that organisational alienation is present in various forms, including lack of recognition, purpose, involvement, and alignment with personal values. This corroborates²³ conceptualisation of workplace alienation, marked by powerlessness and meaninglessness, and is further validated by²⁰ findings in Nigerian banking, which linked alienation to disengagement and underscored the need for workplace spirituality to restore connection and meaning.

Table 3: Perception of Respondents on Organizational Alienation in OGADEP (N=125)

Statements	N	R	ST	O	A	Mean	Std
I do not feel connected to the events in my workplace	27 (21.6%)	31 (24.8%)	34 (27.2%)	32 (25.6%)	1 (0.8%)	2.59	1.115
I frequently feel undervalued in my work environment.	33 (26.4%)	27 (21.6%)	46 (36.8%)	17 (13.6%)	2 (1.6%)	2.42	1.072
I feel that my work lacks recognition and appreciation	33 (26.4%)	35 (28.0%)	40 (32.0%)	13 (10.4%)	4 (3.2%)	2.36	1.081
I do not have a clear sense of purpose in my job.	45 (36.0%)	23 (18.4%)	37 (29.6%)	19 (15.2%)	1 (0.8%)	2.26	1.130
There is little opportunity for personal or professional growth in my role.	33 (26.4%)	40 (32.0%)	36 (28.8%)	9 (7.2%)	7 (5.6%)	2.34	1.114
My job responsibilities often conflict with my personal values.	37 (29.6%)	38 (30.4%)	29 (23.2%)	13 (10.4%)	8 (6.4%)	2.34	1.191
I rarely see the value of my contributions to the organization.	33 (26.4%)	32 (25.6%)	26 (20.8%)	19 (15.2%)	15 (12.0%)	2.61	1.343
I feel excluded from important decisions in my workplace.	33 (26.4%)	21 (16.8%)	44 (35.2%)	17 (13.6%)	10 (8.0%)	2.60	1.238
My job feels meaningless most of the time.	36 (28.8%)	32 (25.6%)	32 (25.6%)	22 (17.6%)	3 (2.4%)	2.39	1.149
Over the years, I have become disillusioned about my work	37 (29.6%)	33 (26.4%)	26 (20.8%)	26 (20.8%)	3 (2.4%)	2.40	1.185
I do not feel like putting in my best effort at work	45 (36.0%)	21 (16.8%)	28 (22.4%)	21 (16.8%)	10 (8.0%)	2.44	1.340
I often wish I were doing something else	32 (25.6%)	26 (20.8%)	37 (29.6%)	25 (20.0%)	5 (4.0%)	2.56	1.187
I often feel disconnected from the goals of my organization.	38 (30.4%)	29 (23.2%)	34 (27.2%)	15 (12.0%)	9 (7.2%)	2.42	1.240
I feel estranged/disconnected from myself	44 (35.2%)	25 (20.0%)	36 (28.8%)	16 (12.8%)	4 (3.2%)	2.29	1.170
I feel detached from the outcomes of my work.	37 (29.6%)	29 (23.2%)	31 (24.8%)	21 (16.8%)	7 (5.6%)	2.46	1.235

Source: Field Survey, 2025 Note: figures in parenthesis are in percentages N – Never, R – Rarely, ST – Sometimes, O – Often, A – Always

Employees' Turnover Intention in OGADEP

Table 4 shows the responses of OGADEP employees on their intention to leave the organisation, focusing on different aspects of organisational culture. The highest mean score (2.45) was recorded for the statement that the organisation's culture influences the desire to stay, indicating that culture plays a significant role in employee retention. This is followed by the feeling that their skills and abilities are undervalued (mean = 2.39), and the belief that other organisations may offer a culture more aligned with their preferences (mean = 2.36). Employees also agreed that the current work culture affects their long-term commitment (mean = 2.34) and that they are actively searching for new jobs (mean = 2.33). Some employees felt they would be less likely to leave if the organizational culture improved (mean = 2.32), while others reported a lack of alignment between personal values and the organisational culture (mean = 2.19). Thoughts about leaving due to dissatisfaction with the culture (mean = 2.13), a toxic work environment (mean = 2.10), and a lack of growth opportunities (mean = 2.11) were also expressed. The lowest mean scores were seen in statements about feeling disconnected from the organisation's mission (mean = 2.06) and the lack of work-life balance (mean = 2.06). The mean values indicate a low to moderate level of turnover intention, suggesting that while most employees are not currently planning to leave, improvements in organisational culture could reduce turnover risk.

Table 4: Employees' Turnover Intention in OGADEP (N=125)

Statements	SA	A	U	D	SD	Mean	Std. Deviation
The lack of alignment between my personal values and organizational culture increases my intent to quit.	5 (4.0%)	12 (9.6%)	28 (22.4%)	37 (29.6%)	43 (34.4%)	2.19	1.134
I am actively searching for a new job outside this organization.	3 (2.4%)	14 (11.2%)	35 (28.0%)	42 (33.6%)	31 (24.8%)	2.33	1.046
I feel there is a lack of growth opportunities in the organization.	2 (1.6%)	16 (12.8%)	10 (8.0%)	63 (50.4%)	34 (27.2%)	2.11	1.002
I believe other organizations might offer a culture more aligned with my preferences.	2 (1.6%)	18 (14.4%)	29 (23.2%)	50 (40.0%)	26 (20.8%)	2.36	1.019
The organization's work culture affects my decision to continue working here long-term.	5 (4.0%)	15 (12.0%)	28 (22.4%)	47 (37.6%)	30 (24.0%)	2.34	1.093
A toxic work culture makes me consider leaving my job.	2 (1.6%)	12 (9.6%)	18 (14.4%)	57 (45.6%)	36 (28.8%)	2.10	0.979
I feel that my skills and abilities are undervalued in this organization.	6 (4.8%)	18 (14.4%)	28 (22.4%)	40 (32.0%)	33 (26.4%)	2.39	1.163
If the organizational culture improved, I would be less likely to consider leaving.	2 (1.6%)	11 (8.8%)	35 (28.0%)	54 (43.2%)	23 (18.4%)	2.32	0.930
I frequently think about leaving my current job due to dissatisfaction with the organizational culture.		10 (8.0%)	29 (23.2%)	53 (42.4%)	33 (26.4%)	2.13	0.898
The organization's culture influences my desire to stay with the company	7 (5.6%)	16 (12.8%)	28 (22.4%)	49 (39.2%)	25 (20.0%)	2.45	1.118
I feel disconnected from the goals and mission of the organization.	4 (3.2%)	10 (8.0%)	21 (16.8%)	44 (35.2%)	46 (36.8%)	2.06	1.072
My organization does not value work-life balance, which influences my intent to leave.	2 (1.6%)	9 (7.2%)	22 (17.6%)	53 (42.4%)	39 (31.2%)	2.06	0.961

Source: Field Survey, 2025 Note: figures in parenthesis are in percentages SD – Strongly Disagree, D – Disagree, U – Undecided, A – Agree, SA – Strongly Agree

Level of Respondents' Perception of Organisational Alienation in OGADEP

The results indicate that 58.4% of respondents (n = 73) scored within the "favourable" range (40–65), reflecting a generally low level of perceived organisational alienation and a prevailing sense of psychological integration. In contrast, 41.6% (n = 52) fell into the "unfavourable" range (13–39), evidencing a notable proportion of employees who experience feelings of powerlessness, meaninglessness, or social isolation within the organization.

Table 5: Level of Respondents' Perception of Organizational Alienation in OGADEP

Level of Respondents' Perception of Organizational Alienation	Score Range	Frequency	Percent (%)
Unfavorable	13–39	52	41.6
Favorable	40–65	73	58.4

Source: Field Survey

Level of Organizational Alienation in OGADEP

The table shows that 67.2% of the 125 respondents (n = 84) experience low organizational alienation (scores 15–45), while 32.8% (n = 41) report high alienation (scores 46–75). This result highlights the importance of clarifying job roles and increasing employee involvement to strengthen connectedness and engagement at work.

Table 6: Level of Organizational Alienation in OGADEP

Level of Organizational Alienation	Frequency (n)	Percent (%)
15–45 (Low)	84	67.2
46–75 (High)	41	32.8
Total	125	100.0

Hypothesis Testing

Test of association between respondents' personal characteristics and Employees Turnover Intention in OGADEP

The results of the Chi-square test presented in Table 8 show that there is no significant association between respondents' personal characteristics and employees' turnover intention.

Variables such as age ($\chi^2 = 6.361$, $p = 0.273$), sex ($\chi^2 = 0.329$, $p = 0.566$), marital status ($\chi^2 = 1.999$, $p = 0.573$), level of education ($\chi^2 = 7.085$, $p = 0.214$), religion ($\chi^2 = 3.750$, $p = 0.153$), years of work experience ($\chi^2 = 5.931$, $p = 0.431$), income ($\chi^2 = 1.017$, $p = 0.907$), and rank ($\chi^2 = 0.163$, $p = 0.686$) all have p-values greater than 0.05. This indicates that none of these personal characteristics has a statistically significant relationship with employees' turnover intention in the studied population. This shows that organisational culture, rather than personal background, is the more decisive factor in employee retention, corroborating ¹⁹ who found that demographic factors had minimal impact on public sector turnover intentions.

Table 7: Test of association between respondents' personal characteristics and Employees Turnover Intention using Chi-square

Variables	χ^2 Value	DF	p-value	DECISION
Age	6.361	5	0.273	Not significant
Sex	0.329	1	0.566	Not significant
Marital status	1.999	3	0.573	Not significant
Level of Education (LOED)	7.085	5	0.214	Not significant
Religion	3.750	2	0.153	Not significant

Years of Work Experience 5.931 6 0.431 Not significant

Income 1.017 4 0.907 Not significant

Rank 0.163 1 0.686 Not significant

S = Significant NS = Not Significant ($p > 0.05$)

Test of the relationship between Organizational Culture and Employees' Turnover Intention in Table 8 shows the results of the correlation analysis between organizational culture and employees' turnover intention. The correlation coefficient ($r = -0.667$) indicates a strong negative relationship between the two variables, meaning that a more positive organisational culture is associated with a lower intention among employees to leave the organization. The p-value of 0.039 is less than the significance level of 0.05, indicating that this relationship is statistically significant. ²² emphasized that elements such as transparency, communication, and employee development within the organizational culture framework are critical in enhancing employee loyalty and commitment.

Test of the Relationship between Organizational Culture and Employees' Turnover Intention

Variables			R-value	p-value Decision
Organizational Culture Turnover Intention	vs.	Employees'	-0.667	0.039 Significant

Source: Field Survey, 2025

Test of Relationship between Job Alienation and Employees' Turnover Intention in OGADEP

The results show a positive correlation between Job alienation and employees' turnover intention, with a correlation coefficient of 0.265. This indicates that higher levels of organizational alienation are associated with an increased intention among employees to leave the organization. The p-value of 0.003 is below the 0.05 significance threshold, confirming that this relationship is statistically significant. This result aligns with the study by ² who observed that organizational alienation was a strong predictor of turnover intention among civil servants in Nigeria, as employees who felt disconnected or underappreciated were more likely to seek employment elsewhere.

Table 9: Test of the relationship between Job Alienation and Employees' Turnover Intention

Variables	R-value	p-value Decision
Organizational Alienation vs. Employees' Turnover Intention	0.265	0.003 Significant

Conclusion

In conclusion, this study highlights the significant impact of organizational culture on employee retention at OGADEP. The workforce is largely experienced, educated, and gender-balanced; however, it is the organisational culture, particularly support for career advancement, inclusion, and recognition, that most strongly affects employees' intention to remain. Although the organisation demonstrates strengths in these areas, weaknesses in innovation, strategic vision, and emotional engagement contribute to feelings of alienation, which increase turnover intention. The analysis shows that demographic factors have minimal influence on employees' decisions to leave, emphasising the importance of culture as the key factor in retention. To reduce turnover and improve organisational performance, OGADEP should focus on strengthening its culture by promoting innovation, aligning values, enhancing communication, and addressing emotional disconnection among staff.

Recommendations

1. Enhance Innovation and Strategic Vision: OGADEP should prioritise fostering a culture of innovation by encouraging creative thinking, supporting new ideas, and clearly communicating the organisation's strategic goals to all employees.
2. Improve Emotional Engagement and Well-being: Implement programs and initiatives that promote employee well-being, workplace spirituality, and a sense of belonging to reduce feelings of alienation and emotional disconnection.
3. Monitor and Address Workplace Culture Regularly: Conduct regular assessments of organisational culture and employee satisfaction to identify and address emerging issues promptly, ensuring a healthy and supportive work environment.

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