

# THE IMPACT OF ORGANIZATIONAL CULTURE ORIENTATIONS ON EMPLOYEE RETENTION

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**Abstract:** *This paper analyzes the impact of organizational culture orientations on employee retention, aiming to identify which orientation has the strongest influence on employee loyalty. The research was conducted using a questionnaire applied to a sample of 104 employees from Romania, and the data were analyzed using statistical methods such as correlation analysis and multiple linear regression. The results indicate positive and statistically significant correlations between all organizational culture orientations and employee retention, with workplace orientation showing the strongest relationship. Multiple linear regression analysis reveals that only workplace orientation has a statistically significant influence on employee retention, explaining the largest portion of its variation. The overall model is statistically significant and explains 64.8% of employee retention variance. The findings highlight the importance of creating a fair and development-oriented work environment as a key factor in employee retention.*

**Keywords:** Organizational culture, organizational culture orientations, employee loyalty, employee retention.

**JEL Classification:** M14, M12, J63, J28, C83.

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## 1. Introduction

A longstanding yet highly current challenge that arises across different fields of activity, both for state-owned and private organizations, is employee retention. This phenomenon is relevant for these organizations because low retention leads to increased recruitment costs, the need to train new employees to replace those who have left, and a decline in organizational performance through the loss of talented individuals (Wanyama, McQuaid and Kittler, 2025). The factors influencing employee retention can be divided into broad and diverse categories, such as the employee's personal and demographic characteristics, intrinsic motivation, and job content. External factors include similar alternative positions, the comparison between the current employer and other potential employers, and the likelihood of finding other alternatives. Internal factors can be attributed to organizational culture, such as leadership, relationships among employees, the company climate, and internal promotion (Hom, Allen and Griffeth, 2020). Organizational culture represents the totality of values, norms, beliefs, and practices shared by the members of an organization, which influence employees' behaviors, relationships, and ways of working (Hamidi et al., 2017).

The specialized literature highlights several dimensions and orientations through which organizational culture can be analyzed. One of the best-known models is the one proposed by Denison, Nieminen and Kotrba (2012), which identifies four main dimensions of organizational culture: involvement, consistency, adaptability, and mission. The most widely recognized model for characterizing organizational culture is the one proposed by Hofstede (2011), which analyses organizational culture through several dimensions, such as process orientation versus results orientation, employee orientation versus task orientation, open systems versus closed systems, and tight control versus losing control. In addition, the literature emphasizes the existence of organizational cultural orientations that reflect general tendencies within organizational culture. These include workplace orientation, business orientation, system orientation, and group orientation (Bogale and Debela, 2024). Most relevant studies addressing organizational culture examine its influence on organizational performance in general, without focusing specifically on a particular component of the organization itself. Moreover, no relevant study has been identified

that specifically examines the influence of organizational culture orientations on employee retention (Ogbonna and Harris, 2011; Dadzie, Winston and Dadzie, 2012).

## **2. Literature review**

### **2.1. Organizational culture**

Organizational culture, by its nature, can be measured only through qualitative research methods. In order to conduct quantitative studies aimed at measuring organizational culture, researchers in the field have divided organizational culture into several dimensions that can be measured through quantitative studies. The dimensions of organizational culture refer specifically to the culture within the organization, and studies use different dimensions to measure organizational culture (Ginevičius and Vaitkūnaitė, 2006). For example, Belay, Hailu and Sinshaw (2023), in their study, use the Organizational Culture Assessment Instrument (OCAI) model, developed by Cameron and Quinn (2006), to measure the impact of organizational culture on corporate social responsibility practices. The OCAI model is defined through four dimensions of culture. Clan culture is characterized by flexibility and internal orientation, functioning as a family-type organization in which members participate in decision-making and teamwork is essential. Adhocracy culture is defined by flexibility and external orientation, emphasizing innovation, rapid change, and temporary collaborations among employees in order to carry out specific projects. Hierarchy culture is based on internal orientation and stability, being characterized by clear rules, formal procedures, and a hierarchical structure oriented toward efficiency. Market culture is defined by external orientation and stability and emphasizes competitiveness, performance, and the achievement of market advantages through relationships with the external environment (Heritage, Pollock and Roberts, 2014).

Organizational culture orientations represent general tendencies of values and behaviors within an organization and can be grouped into four categories. The first is workplace orientation, which concerns characteristics of the work environment, such as fairness, tolerance, development opportunities, and performance recognition. The second is business orientation, which refers to the way in which the organization pursues performance, innovation, and results orientation. The third is system orientation, which reflects the formal structure of the organization, individual responsibilities, and clear lines of authority. The final category is group orientation, which highlights the importance of collaboration, coordination, and interdependence among the members of the organization (Bogale and Debela, 2024).

The difference between the dimensions of organizational culture and the orientation of organizational culture lies in the level of analysis and the scope of coverage. The dimensions of organizational culture refer to specific aspects of culture within organizations, such as values, norms, behaviors, and interactions among employees, which can be measured directly. By contrast, the orientations of organizational culture describe more general cultural tendencies observed at the organizational level, such as orientation toward the work environment, business activity, the organizational system, or the group.

### **2.2. Employee retention**

In the view of Igbinoba et al. (2022), retention represents the organized and deliberate effort of employers to implement policies and practices that respond to the diverse needs of employees by creating an environment that inspires them to remain committed to organizational objectives. Employee retention is defined as an organization's ability to minimize voluntary turnover and maintain a stable, high-performing workforce, shaped by employees' perceptions of growth opportunities, value alignment, and organizational support (Seidu et al., 2025).

Employee retention is essential for organizational success, as the effective management of retention reduces the financial losses generated by employee turnover and contributes to operational stability and the maintenance of competitive advantage. The costs associated with losing an employee are significant, including recruitment and onboarding expenses, a temporary

decline in productivity, and the managerial resources required to replace and integrate a new employee, especially in the case of specialized or managerial positions (Work Institute, 2025).

Employee retention is influenced by several factors. These include leadership, which contributes to the creation of a favorable organizational climate and to motivating employees to remain within the organization (Joo et al., 2025). Another important factor is hybrid work, which, through flexibility and autonomy, reduces stress and burnout, thereby increasing job satisfaction and employee retention (Durga, Ramesh and Sethumadhavan, 2025). However, the most important factor is organizational culture, which has a significant impact on employee retention. It is not limited to declared values, but also includes the behaviors, norms, and perceptions that define the employee's daily experience (Opolot et al., 2026).

### **3. Research methodology**

The research process began with a review of the specialized literature in order to identify the research gap addressed in the study, after which the research objective was formulated. Subsequently, the research hypotheses were developed, based on which a questionnaire was designed and addressed to the target population of the study. Based on the questionnaire responses, a statistical analysis was conducted, leading to results that were discussed within the paper, followed by the formulation of conclusions regarding the impact of the study on specialized literature.

The research hypothesis aims to examine the impact of organizational culture orientations on employee retention, analyzed both individually and jointly. Thus, the following hypotheses were developed:

H1: There is a statistically significant relationship between workplace orientation and employee retention.

This hypothesis is justified by the fact that workplace orientation includes elements such as fairness, tolerance, professional development opportunities, psychological safety, and performance recognition. These aspects directly influence employees' daily experience within the organization and may contribute to increased job satisfaction, engagement, and willingness to remain in the organization. A work environment perceived as fair, stable, and supportive of development may reduce the intention to leave and strengthen employees' attachment to the organization. Therefore, a positive and statistically significant relationship between workplace orientation and employee retention is assumed.

H2: There is a statistically significant relationship between business orientation and employee retention.

Business orientation refers to the emphasis placed by the organization on performance, innovation, efficiency, competitiveness, and the achievement of results. This orientation may influence employee retention because a results-oriented organizational framework can create a sense of progress, stability, and belong to a high-performing organization. Employees may be more motivated to remain in an organization that pursues development, market adaptation, and operational excellence, especially when these objectives are correlated with professional opportunities and the recognition of individual contributions. Thus, the hypothesis assumes that business orientation may have a significant relationship with employee retention.

H3: There is a statistically significant relationship between system orientation and employee retention.

System orientation concerns the existence of clear rules, well-defined responsibilities, formal authority, and stable organizational procedures. This orientation may contribute to employee retention by reducing role ambiguity, increasing predictability, and providing a coherent organizational framework. When employees clearly understand expectations, responsibilities, and lines of authority, they may experience a higher level of security and stability at work. For this

reason, system orientation can be considered to have the potential to positively influence employees' decisions to remain in the organization.

H4: There is a statistically significant relationship between group orientation and employee retention.

Group orientation reflects the importance of collaboration, coordination, interdependence, and mutual support among the members of the organization. This hypothesis is justified by the fact that positive interpersonal relationships and a sense of belonging to a team may influence employees' attachment to the organization. A climate based on cooperation and support may increase job satisfaction and reduce employees' tendency to seek alternatives in other organizations. Therefore, group orientation is assumed to be significantly associated with employee retention.

H5: Organizational culture orientations have a significant effect on employee retention when analyzed simultaneously.

This hypothesis is formulated in order to test the joint effect of the four organizational culture orientations on employee retention. Although each orientation may have an individual relationship with retention, simultaneous analysis allows for the identification of the relative contribution of each orientation and the determination of the extent to which they explain variations in employee retention. The use of multiple linear regression is appropriate in this context, as it enables the examination of the influence of several independent variables on a dependent variable. Thus, hypothesis H5 seeks to establish whether organizational culture orientations, considered together, represent relevant predictors of employee retention.

The data used in the paper were collected through a convenience sample, based on voluntary participation, by distributing the questionnaire online. The questionnaire was created in Google Forms and disseminated through several social media networks (Facebook, Instagram, WhatsApp). The questionnaire measured responses on a Likert scale from 1 to 5, where 1 represented total disagreement and 5 represented total agreement. The questionnaire included 21 items measuring five variables: workplace orientation, business orientation, system orientation, group orientation, and employee retention.

The research population is represented by all employees in Romania who were active on the labour market at the time of the study, regardless of field of activity, type of organization, or hierarchical level. The research targeted employees from different sectors of activity, both from the public and the private sector. No restrictive inclusion criteria were established, except for the condition that respondents had to be employed at the time of completing the questionnaire. The research sample consists of all respondents who completed the online questionnaire. The selection of participants was carried out through a non-probability sampling method, more specifically convenience sampling, and included 104 valid responses.

The variables were formed and measured based on the items identified in the specialized literature, being constructed in accordance with the dominant values of each type of organizational culture orientation (Atuahene and Baiden, 2017):

- Variable 1: Workplace orientation, measured through four items, reflects the values associated with fairness, tolerance, professional development, and risk-taking, emphasizing the creation of a fair, safe, and development-oriented work environment for employees.
- Variable 2: Business orientation, measured through four items, captures the values of innovation, results orientation, and operational excellence, highlighting the organization's focus on economic performance, competitiveness, and efficiency.
- Variable 3: System orientation, measured through four items, is constructed around the values of hierarchy, clear rules, authority, and individual responsibility, reflecting a formalized organizational framework based on control and standardized procedures.

- Variable 4: Group orientation, measured through four items, concerns the values of teamwork, coordination, and interdependence, emphasizing collaboration, mutual support, and strong interpersonal relationships within the organization.
- Variable 5: Employee retention, understood as the intention to remain within the organization, measured through five items, evaluates employees' willingness to continue working within the organization (Tang and Hudson, 2019).

The data collected through the questionnaire were analyzed using the Jamovi application (Jamovi Project, 2023), where correlation analyses and multiple linear regression analyses were performed. The correlation analyses were used to obtain answers for hypotheses H1, H2, H3, and H4. The multiple linear regression analysis was used to obtain an answer for hypothesis H5.

## 4. Results analysis

### 4.1. Descriptive statistics of the research variables

Table 1 presents the demographic data of the study. It can be observed that most respondents fall within the 20–30 age range ( $N = 93$ ), while their tenure in the respective organization is divided between less than 1 year and 1–3 years ( $N = 45$  and  $N = 53$ ). The field of activity is relatively evenly distributed.

Table 1

| Category                      | Subcategory             | Absolute value |
|-------------------------------|-------------------------|----------------|
| Respondents' age              | <20                     | 5              |
|                               | 20–30                   | 93             |
|                               | 30–40                   | 3              |
|                               | 40–50                   | 2              |
|                               | 50–60                   | 1              |
|                               | 60+                     | 0              |
| Tenure in the current company | <1                      | 45             |
|                               | 1–3                     | 53             |
|                               | 4–5                     | 2              |
|                               | 5+                      | 4              |
| Field of activity             | Sales                   | 31             |
|                               | Marketing/Communication | 21             |
|                               | IT/Software             | 17             |
|                               | Financial/Accounting    | 16             |
|                               | Others                  | 19             |

Source: Data extracted by authors from Google Forms

The descriptive analysis of the sample highlights a structure dominated by young respondents, most of whom fall within the 20–30 age range. The other age categories are weakly represented, which indicates that the research results predominantly reflect the perceptions of a generation at the beginning of its career, characterized by a high level of adaptability to change.

Regarding tenure within the company, the distribution shows a significant concentration in the categories of less than 1 year and 2–3 years, suggesting that most respondents are at an early stage of their professional path within their current organization. This characteristic may influence the way organizational elements are perceived, with the emphasis being placed more on recent experiences of integration and adaptation than on long-term evaluation.

From the perspective of the field of activity, the sample presents relatively balanced diversity. This distribution contributes to a broader perspective on the phenomena analyzed, although it is not completely uniform, which may introduce certain particularities specific to the dominant fields.

Overall, the structure of the sample indicates a young workforce with relatively limited professional experience. Therefore, the research results should be interpreted in relation to these characteristics, being more representative of employees at the beginning of their careers, with a high level of adaptability and openness to flexibility, and less representative of employees with extensive experience, whose perceptions may be influenced by stability, organizational routine, and long-term perspectives.

The reliability analysis presented in Table 2, conducted using Cronbach's Alpha coefficient, indicates a good to very good level of internal consistency for most of the scales used in the research. The values obtained range between 0.815 and 0.882, exceeding the minimum accepted threshold of 0.7 and confirming that the items included in each scale coherently measure the same construct.

Table 2

Internal reliability and descriptive statistics of the analyzed dimensions

| Variable              | Cronbach's $\alpha$ | Cronbach's $\alpha$ | Cronbach's $\alpha$ |
|-----------------------|---------------------|---------------------|---------------------|
| Workplace orientation | 0,847               | 3,49                | 1,02                |
| Business orientation  | 0,831               | 3,39                | 1,04                |
| System orientation    | 0,880               | 3,55                | 1,10                |
| Group orientation     | 0,815               | 3,17                | 1,03                |
| Employee retention    | 0,882               | 2,93                | 1,17                |

Source: Authors' own processing based on analysis conducted in Jamovi.

The mean indicates the average level of respondents' perceptions regarding each analysed dimension. The mean values show that the companies in which the employees work place the greatest emphasis on system orientation (3.55) and workplace orientation (3.49), while business orientation (3.39) and group orientation (3.17) record lower values, suggesting that these organizations apply such orientations to a lesser extent.

The standard deviation reflects the dispersion of responses around the mean. The values obtained for the types of orientations, ranging between 1.02 and 1.10, indicate moderate variability, suggesting that respondents' opinions are relatively homogeneous. There are more pronounced individual differences in the case of employee retention (1.17), which shows that perceptions regarding employees' degree of retention in relation to their workplace vary.

#### 4.2. Presentation of the study results

In order to conduct a parametric correlation analysis test, namely the Pearson test, the assumptions must first be verified. According to the data presented in Table 3, the assumption of normal distribution is met only in the case of the group orientation variable, based on the Shapiro-Wilk test, for which the value must be ( $p > 0.005$ ). Therefore, the Spearman non-parametric correlation coefficient analysis will be conducted, as this method does not require the data to follow a normal distribution.

Table 3

Correlations and normality tests for employee retention and explanatory variables

| Employee retention |                        | Workplace orientation | Business orientation | System orientation | Group orientation |
|--------------------|------------------------|-----------------------|----------------------|--------------------|-------------------|
|                    | Spearman's coefficient | 0,797                 | 0,671                | 0,705              | 0,704             |
|                    | p-value                | <0,001                | <0,001               | <0,001             | <0,001            |
|                    | Shapiro-Wilk p-value   | <0,001                | 0,003                | <0,001             | 0,037             |

Source: Authors' own processing based on analysis conducted in Jamovi.

At the aggregate level, although all the analysed dimensions show positive and statistically significant relationships with employee retention, a hierarchy of correlation strength can be observed. Thus, workplace orientation stands out as the most relevant dimension ( $\rho = 0.797$ ),



followed by system orientation ( $\rho = 0.705$ ) and group orientation ( $\rho = 0.704$ ), while business orientation ( $\rho = 0.671$ ) shows the lowest intensity of relationship. Therefore, hypotheses H1, H2, H3, and H4 are confirmed, with the specification that this hierarchy indicates that, although each type of orientation may be relevant for certain categories of employees regarding their decision to remain in the company, at the general level, the work environment remains the strongest correlation with employee retention.

In order to analyse the influence of organizational orientation types on employee retention, a multiple linear regression analysis was conducted, presented in Table 4 and Table 5. In this model, the dependent variable is employee retention, while the independent variables are workplace orientation, business orientation, system orientation, and group orientation.

Table 4

Diagnostic indicators of the regression model for organizational orientations

| Orientations          | VIF  | Durbin–Watson | Shapiro–Wilk |
|-----------------------|------|---------------|--------------|
| Workplace orientation | 4,44 | 1,7           | 0,032        |
| Business orientation  | 4,57 |               |              |
| System orientation    | 4,81 |               |              |
| Group orientation     | 5,78 |               |              |

Source: Authors' own processing based on analysis conducted in Jamovi.

Regarding multicollinearity, it was assessed using the VIF indicator (Variance Inflation Factor). The values obtained for the independent variables range between 4.44 and 5.78. Thus, workplace orientation recorded a VIF of 4.44, business orientation a VIF of 4.57, system orientation a VIF of 4.81, and group orientation a VIF of 5.78. Therefore, the results indicate the existence of moderate multicollinearity among the variables, with group orientation slightly exceeding the threshold of 5. This aspect suggests that the predictors share a significant part of their variance, which may lead to instability in the regression coefficients and to an increase in standard errors.

The autocorrelation of residuals was assessed using the Durbin–Watson test, with the obtained value being 1.7. Ideally, values close to 2 indicate the absence of autocorrelation, while values below 1.5 suggest problematic positive autocorrelation, and values above 2.5 indicate negative autocorrelation. The value of 1.7 falls within an acceptable range, slightly below the optimal value, indicating a possible low tendency toward positive autocorrelation. However, in the case of cross-sectional data, this aspect does not represent a major concern.

The normality of residuals was verified using the Shapiro–Wilk test. In general, for this test, a p-value greater than 0.05 indicates that the residuals are normally distributed, confirming that the normality assumption is met. In the present case, the obtained value ( $p = 0.032$ ) is below the threshold of 0.05, which indicates that the residuals are not normally distributed. This deviation from normality may influence the validity of statistical significance tests and confidence intervals; however, its impact may be reduced in the context of a moderate sample size, such as the one used in the present research.

Table 5

Results of the linear regression analysis regarding the influence of organizational orientations

| Variables                                 | t statistic | $\beta$ | p     |
|-------------------------------------------|-------------|---------|-------|
| Workplace orientation                     | 4.326       | 0.5435  | <.001 |
| Business orientation                      | -0.102      | -0.013  | 0.919 |
| System orientation                        | 0.578       | 0.0756  | 0.565 |
| Group orientation                         | 1.657       | 0.2375  | 0.101 |
| $R^2=0,648$ ; $F(4, 99)=45,5$ , $p<0.001$ |             |         |       |

Source: Authors' own processing based on analysis conducted in Jamovi.

The multiple linear regression model is statistically significant ( $R^2 = 0.648$ ;  $F(4,99) = 45.5$ ;  $p < 0.001$ ), indicating that the analyzed variables explain approximately 64.8% of the variation in employee retention. The analysis of the coefficients shows that only workplace orientation has a statistically significant influence on employee retention ( $\beta = 0.5435$ ;  $p < 0.001$ ), indicating a strong positive relationship. By contrast, business orientation ( $\beta = -0.013$ ;  $p = 0.919$ ), system orientation ( $\beta = 0.0756$ ;  $p = 0.565$ ), and group orientation ( $\beta = 0.2375$ ;  $p = 0.101$ ) do not show statistically significant influences within the model.

In conclusion, the results of the multiple linear regression show that, although the overall model is statistically significant and explains an important proportion of employee retention, only workplace orientation represents a significant predictor. Thus, this is the variable that most strongly influences employee retention, while business orientation, system orientation, and group orientation do not present statistically significant influences within the analyzed model. Therefore, hypothesis H5 is not confirmed; when analyzed simultaneously, not all types of organizational culture orientations are relevant, but only workplace orientation.

From a managerial perspective, the results show that employee retention is mainly influenced by the way employees perceive the work environment. Thus, managers seeking to increase employee retention should prioritize the development of an organizational climate characterized by fairness, respect, opportunities for professional development, and recognition of performance.

The results suggest that investments in improving the work environment may have a more direct impact on employee retention than an exclusive emphasis on economic performance, organizational structures, or group dynamics. In this regard, internal policies oriented toward employee well-being, open communication, and fair performance evaluation become essential managerial tools for reducing employee turnover.

Moreover, the fact that the other types of orientations are not statistically significant indicates that, although they are important at the organizational level, they do not directly determine employees' decision to remain within the organization. Therefore, managers should avoid overestimating the impact of elements such as business orientation or system orientation in the retention process and should instead focus more on employees' concrete experience within the work environment.

Therefore, from a managerial standpoint, the results emphasize that employee retention is influenced primarily by the quality of the work environment, and organizations that aim to retain their employees in the long term should prioritize measures designed to improve it.

## 5. Discussion

The research results, which highlight workplace orientation as the main predictor of young employees' retention, are also confirmed and supported by recent research conducted in Romania on the Generation Z segment (Surugiu et al., 2025a; Botezat et al., 2020; Holban and Bedrule-Grigoruță, 2025; Surugiu et al., 2025). This convergence of empirical findings strengthens the validity of the results and emphasizes their relevance for the contemporary Romanian organizational context.

The study conducted by Surugiu et al. (2025a) on Romanian employees identifies work-life balance, the desire to contribute to organizational performance, and work recognition as the three most important factors influencing active involvement in organizational development processes. Using a logistic regression model, the researchers demonstrate that these factors have a significantly greater impact than abstract strategic or procedural orientations (Surugiu et al., 2025a). This finding is fully consistent with the results of the present study, which show that workplace orientation is the only statistically significant predictor of retention when all organizational culture orientations are analyzed simultaneously.

Similarly, the research conducted by Botezat et al. (2020) on economics students in Romania demonstrates that the sense of belonging to the organization plays an essential mediating



role between career attitudes and turnover intention. The study shows that investments in creating a sense of belonging are particularly effective, significantly reducing turnover intentions (Botezat et al., 2020). The sense of belonging, as a dimension of the psychosocial work environment, confirms the importance of concrete aspects directly experienced by employees in their decisions to remain within the organization, thus supporting the conclusions of the present research regarding the predominance of workplace orientation.

Holban and Bedrule-Grigoruță (2025) extend these findings through their study, explicitly recommending the implementation of an organizational culture aligned with Generation Z values in order to increase talent attraction and retention. The authors emphasize the need to cultivate a work environment consistent with the expectations of young employees, thereby placing culture and the organizational environment at the center of retention strategies (Holban and Bedrule-Grigoruță, 2025). This practical recommendation is directly consistent with the results of the present research.

Another recent study by Surugiu et al. (2025b) on workplace motivation identifies salary as the main motivator but also emphasizes that non-financial factors related to the work environment, such as recognition, appreciation, well-being, and skills development, significantly influence motivation and, implicitly, retention. The researchers observe that Generation Z in Romania shows low loyalty toward organizations and frequently changes jobs, prioritizing personal preferences and the quality of the work environment over long-term commitment (Surugiu et al., 2025b). This characteristic reinforces the importance of investing in the work environment as a primary retention strategy, confirming the conclusions of the present study.

## 6. Conclusions

The purpose of the present research was to analyze the impact of organizational culture orientations on employee retention by investigating four types of orientations: workplace orientation, business orientation, system orientation, and group orientation. The research had a quantitative character, with data collected through an online questionnaire, directly administered to a sample of 104 respondents. Data analysis was conducted using the Jamovi application, with Spearman correlation and multiple linear regression performed in order to test the formulated hypotheses.

The results of the correlation analysis showed the existence of positive and statistically significant relationships between all organizational culture orientations and employee retention, confirming hypotheses H1, H2, H3, and H4. Among these, workplace orientation recorded the strongest relationship, followed by system orientation, group orientation, and business orientation. These results indicate that all dimensions of organizational culture contribute to employee retention, although their importance differs.

The results of the multiple linear regression highlighted that the model is statistically significant, explaining approximately 64.8% of the variation in employee retention. However, only workplace orientation proved to be a statistically significant predictor, while business orientation, system orientation, and group orientation did not have significant influences when analyzed simultaneously. Thus, hypothesis H5 was not confirmed, as not all organizational culture orientations significantly influence employee retention within the multiple regression model.

From a theoretical perspective, the research results contribute to the specialized literature by highlighting that organizational culture orientations do not influence employee retention equally. Although the literature emphasizes the role of organizational culture in employee retention, the study shows that workplace orientation is the dominant factor, suggesting that elements such as fairness, professional development, and organizational climate are more important than performance orientation, formal structure, or teamwork.

The practical and managerial implications of the study indicate that organizations seeking to increase employee retention should prioritize the development of a fair, stable, and professional-development-oriented work environment. Managers can use these results to substantiate retention

strategies based on improving the organizational climate, recognizing performance, providing development opportunities, and fostering healthy interpersonal relationships. Moreover, the results suggest that exclusive investments in performance, structure, or collaboration are not sufficient to increase employee retention.

Among the limitations of the study are the relatively small sample size, the predominance of young respondents, and the uneven distribution of fields of activity. In addition, the use of a questionnaire based on a convenience sample may introduce subjective biases and limit the analysis of long-term causal relationships.

For future research, it is recommended to expand the sample and include more diverse categories of respondents, as well as to conduct longitudinal studies that examine the evolution of employee retention over time.

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