Job Satisfaction and Employee Turnover at COCOBOD the Moderating Role of Organizational Culture

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ABSTRACT

This research explores the connection between job satisfaction and employee attrition at the Ghana Cocoa Board (COCOBOD), emphasizing the role of organizational culture as a moderator. A quantitative research approach was adopted, and structured survey data were collected from 208 employees of COCOBOD in Koforidua, Eastern Region. Reliability testing, correlation, and regression statistical analysis were conducted and revealed strong positive correlations between job satisfaction and turnover intentions ($r = 0.82$, $p < .001$) as well as strong positive correlations between organizational culture and turnover ($r = 0.78$, $p < .001$). Organizational culture was found to be an important moderator to the relationship of job satisfaction and turnover ($\beta = 0.12$, $p = .014$), indicating that a supportive climate enhances the relationship between job satisfaction and turnover. The study concludes that collectivist and participatory-oriented dimensions of organizational culture can buffer the effects of job dissatisfaction, whereas bureaucratic hierarchies can risk turnover by intensifying job dissatisfaction. Recommendations for the Ghana Cocoa Board include delegating authority to lower levels, promoting participatory leadership approaches, and institutionalizing culturally related rituals and events that promote a sense of belonging for all employees. The study contributes to existing literature by integrating Schein's organizational culture model and Ubuntu philosophy to understand employee retention in a post-colonial agricultural institution.

Keywords: COCOBOD, Employee Turnover, Job Satisfaction, Organizational Culture, Organizational Commitment.

INTRODUCTION

Employee turnover continues to be a problem for the Ghana Cocoa Board (COCOBOD), which affects not only the efficiency of COCOBOD operations but also the livelihoods of rural people reliant on cocoa farming. Although COCOBOD is critical to Ghana's economy, the organization faces challenges with turnover among both administrative and field staff, depleting institutional memory and productivity (COCOBOD, 2021).

Job satisfaction has long been hypothesized to be a predictor of turnover intentions, particularly in organizational behavior research (Han, 2022; González & Rivarés, 2018), but contextual variables, such as organizational culture, are still under-researched in agrarian organizations (Phuc, Thi, Hang, & Hiep, 2023). With Ghana's collectivistic nature, communalism, respect for authority, and group harmony heavily influence work engagement and attitudes (Bianco, Jaballah, Arfa, & Thareau, 2025; Jang & George, 2012), it is important to understand how culture affects job satisfaction and turnover intentions.

Consequently, this research project will examine the relationship between job satisfaction and turnover intentions at COCOBOD, specifically looking at the moderating role of organizational culture to inform culturally sensitive retention plans.

Background of Study

The Ghana Cocoa Board (COCOBOD), founded in 1947, is the backbone of Ghana's cocoa sector and a crucial engine of the national economy. As the largest agricultural institution in Ghana, COCOBOD manages

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cocoa production, quality assurance, and marketing. It provides more than 100,000 direct jobs and indirectly supports nearly two million more jobs (COCOBOD, 2021). Cocoa accounts for approximately 8% of Ghana's GDP and 30% of export earnings making COCOBOD a significant socio-economic pillar (Amfo, Aidoo, Osei, Muotono, & Maanikuu, 2023). Despite its strategic relevance, COCOBOD now faces increasing challenges related to managing its human resources. Notably, the organization experiences high employee turnover rates of 18% for administrative staff and 25% for field officers, about twice the global average for agriculture (COCOBOD, 2021). Such staff turnover jeopardizes organizational continuity, undermines institutional knowledge, and increases the cost of recruitment, by more than 40%, over the past several years (Bannor, Amoako, Kwabena, & Kyire, 2024).

Employee turnover extends beyond COCOBOD to impact national implications as experienced employees take with them organizational knowledge concerning pest management and farmer relations leading to inefficiencies and declines in productivity. In fact, Ghana's cocoa output declined 35% from the 2022-2023 season due to chronic workforce shortages in quality assurance (Bannor et al. 2024; Owusu et al. 2023). Consequently, turnover is more than simply an organizational challenge, it is a national economic threat that warrants targeted interventions.

Research shows there is a negative relationship between job satisfaction and turnover across sectors (Hommelhoff, Keller, & Stemmler 2025; Bianco et al. 2025). Satisfied employees have been found to show increased loyalty, emotional commitment, and alignment with institutional objectives (Ohunakin & Olugbade 2022). However, Western perspectives, such as Herzberg's Two-Factor Theory or Maslow's Hierarchy of Needs, present issues in a Ghanaian context, specifically in agriculture. For example, field workers differ in motivation factors and often prioritize safety and welfare over recognition or a career path (Y. Huang et al. 2016; Prechsl 2025; Q. Wang 2024); whereas administrative staff may view professional growth and autonomy differently. Contextual differences in the workforce require a culturally relevant lens on job satisfaction and turnover as they relate to the socio-economic realities of Ghana (Balabanova, Efendiev & Koveshnikov, 2016; Batool, Izwar, and Adeel 2024)

Equally important is the moderating effect of organizational culture, which refers to shared beliefs, rituals, and practices that regulate behavior. According to Schein's model of culture, culture advances in three levels: artefacts (visible structures), espoused values (stated norms), and underlying assumptions (unspoken beliefs) (Khaddage-Soboh, Yunis, Imran, & Zeb, 2024). In COCOBOD, organizational hierarchy reflects colonial legacies and communal values synonymous with Ghanaian tradition emphasize collective responsibility, (Jang & George, 2012). The duality here reflects that some employees maintain their loyalty out of communal obligation, while others disengage from work due to limited voice and upward mobility.

However, research about the interrelationship between satisfaction, culture and turnover in Africa institutions involved with agriculture is limited. In Ghana, studies have focused primarily on the banking, educational, and health sectors (Zakari & Poku, 2013; Tear & Reader, 2023), and there is still limited understanding of dynamic labor in the agriculture field. Importantly, understanding the Ghanaian capital culture is important because cultural facets can decelerate the need to leave (i.e. value hierarchy or communalism) or escalate disengagement (Phuc et al., 2023).

With a focus on COCOBOD's organizational culture and its role as a moderation variable, this study aims to elicit contextualized understandings of employee retention. In grasping the relationships of culture and motivation, policymakers will acquire viable means of being responsive and responsible in developing policies that meet the need for institutional standards of efficiency with the socio-cultural realities pertaining to the context of Ghana. Such efforts represent a step towards the decolonization of the organizational behavior theories dominant in contemporary human resource management contexts and will contribute to the developing of human resource plans that recognize indigenous values and community welfare (Gyekye, 1996; Amfo et al., 2023).

Objective of the Study

1. To assess the relationship between job satisfaction and employee turnover intentions among COCOBOD staff.

2. To examine the relationship between organisational culture moderate, job satisfaction and turnover intentions at COCOBOD.

Hypotheses

- **H1:** There is a significant relationship between job satisfaction and employee turnover at COCOBOD.

- **H2:** Organizational culture significantly moderates the relationship between job satisfaction and employee turnover.

LITERATURE REVIEW

Theoretical Framework

This research draws on Herzberg's Two-Factor Theory, Maslow's Hierarchy of Needs, and Social Exchange Theory (SET) to unpack the processes involved in satisfaction–turnover issues. Herzberg's theory distinguishes between motivators (recognition, achievement, etc.) and hygiene factors (pay, working conditions, etc.), positing that dissatisfaction occurs when hygiene factors are absent, but motivation occurs when employees receive rewards that are intrinsic to the work itself (Herzberg, 1966; Elanain, 2014).

That said, in agrarian settings such as the case with staff at COCOBOD, hygiene factors dominated satisfaction (Rao & Singh, 2018). Maslow's hierarchy situates job satisfaction along a continuum of needs beginning with physiological needs, moving through to self-actualization needs (Maslow, 1943). However, in collectivist orientations such as Ghana, belongingness and social cohesion may take precedence over self-actualization, because employees place a higher value on group inclusion, and community recognition than on individual recognition for achievement (Aliu & Kutllovci, 2025; Jabeen, Friesen, Ain, 2017).

The Social Exchange Theory (SET) suggests that employment is a reciprocal relationship that is based on perceptions of fairness and support by the organization (Cropanzano & Mitchell, 2005). However, in Ghanaian communal values, these perceptions may extend beyond the transaction to collective good, in which case employees may accept low pay because work is seen to contribute to national or community development (Owusu-Ansah, 2021). Therefore, these perspectives must be culturally appropriate to adequately account for satisfaction and retention in COCOBOD.

Organizational Culture

Schein's (1992) Three-Level Model presents culture as artefacts (visible practices), espoused values (stated norms), and underlying assumptions (unconscious beliefs). At COCOBOD, artefacts consist of hierarchically structured communication and centralized decision-making approaches, espoused values stress the importance of collective national development, and underlying assumptions reveal a deeply rooted respect for authority (Khaddage - Soboh, Yunuis, Imran, & Zeb, 2024). However, rigidity in hierarchy can lead to stifling creativity and engagement towards work (Iddrisu, 2025).

In contrast, the Ubuntu philosophy represented by the saying, "I am because we are" provides an indigenous context that focuses on relational harmony, taking care of the environment around you and each other, and a sense of shared responsibility (Mbigi, 1997). Integrating aspects of Ubuntu into the culture of organizations may promote a more inclusive and cohesive workplace while also increasing commitment and lowering turnover (Kok, Botha, & Van der Walt, 2025). Therefore, coalescing the efficiency of bureaucracies with the values of the communal may provide success for post-colonial institutions like COCOBOD.

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Turnover and Cultural Moderation

According to Mobley (1977), there is a sequential process to turnover with job dissatisfaction leading to withdrawal (in the form of job avoidance) and culminating in employee turnover. However, research conducted among collectivist societies suggests a deviation from this sequence. For example, in Ghana, where employees have strong social ties, limited job alternatives, and communal obligations, they were compelled to remain with their employers, even when dissatisfied (Darko, Amponsah, & Osei, 2022). Studies have suggested that supportive organizational cultures tend to alter the effect of dissatisfaction on turnover while rigid hierarchies strengthened the effect (Taris, Bakker, & Schaufeli, 2017) suggesting that culture acts as a moderating mechanism that shapes how employees can translate their job attitudes into behavioral outcomes.

Leadership Styles and Retention

Leadership significantly distinguishes employees with respect to turnover and job satisfaction. Transformational leadership, which inspires and motivates employees through a shared vision and individual consideration, has been shown to significantly reduce turnover intention (Wang, Oh, Courtright, & Colbert, 2019). However, within Ghana’s hierarchical and collectivist context, paternalism, where leaders act like mentors and protectors, often fits the culture better (Adusei et al (2020). Mid-level managers at COCOBOD have adopted a model of leadership that often combines transactional (based on rewards) with an element of paternalism, producing loyalty in a context where there is limited vertical career mobility). On the other hand, transactional leadership could create an estrangement of employees within a communal culture if the leader is focused only on performance (Darko et al (2022). Therefore, hybrid or culturally significant leadership could increase retention.

Psychological Contracts and Employee Commitment

Psychological contracts, or unspoken expectations that exist between the employer and employee, play an important role in retention. In traditional Western models, psychological contracts are thought of chiefly in transactional terms, while in Ghanaian organizations, they are usually relational and communal in nature (Mensah, 2022). Employees anticipate that leaders will maintain their social role obligations including providing support when putting out a personal or community fire. Where these implicit contracts are broken, trust is often diminished, and the intention to turnover increases (Adams, Bianco, & Jaballah, 2024). For COCOBOD employees, particularly field staff, organizational neglect (e.g., delayed payments, inadequate welfare) represents immoral obligation (Owusu-Ansah, 2022). Thus, reaffirming trust in leaders via transparent decision making and social support is important for ongoing long-term engagement.

Employee Engagement and Job Satisfaction

Employee engagement, which describes the emotional and cognitive engagement of employees in their work roles, has been identified as a very important antecedent of satisfaction and turnover (Schaufeli & Bakker, 2004). In COCOBOD, engagement is promoted by communal rituals (such as harvest festivals) and collective training, which reinforce connections with a group or belonging (Ansong, 2021). Research conducted in sub-Saharan Africa has observed that engaged workers tend to be more resilient and have lower turnover intentions (Hommelhoff, Keller, & Stemmler, 2025). However, various economic situations and multi-level bureaucratic communication can undermine engagement, particularly for younger employees who are urbanized and expect autonomy and recognition (Osei-Bonsu, 2020). Therefore, building employee voice and recognition into participation structures could help build greater satisfaction and commitment.

RESEARCH METHODOLOGY

Research Design

The study utilized a quantitative cross-sectional research design that is appropriate for examining the relationships between variables at one point in time. The research design helped the researcher to measure job satisfaction which predicts employee turnover, and the moderating effect of the organizational culture within COCOBOD.

Study Area

The research was conducted at Koforidua in the Eastern part of Ghana. The desired population for study is the staff from the COCOBOD office in Koforidua. It is the staff that this study will concentrate on due to their direct relationship to job satisfaction and employee turnover at COCOBOD.

Population

Creswell (2009) defines population as the hypothetically identified group from which a sample is obtained for a research study. Thus, the population is the larger group from which the sample size for research is selected. A sample is simply a group of individuals for whom data is collected. However, the accessible population can refer to the group from which the researcher takes the sample for the study (Creswell, 2009). In the study, the population for the study is made up of the staff of COCOBOD.

Sampling Size

The sample size of the study was made up of 215 staff from COCOBOD in Koforidua. The decision on the sample size was determined by the following: availability, willingness for staff to be involved, costs involved, representativeness, and sampling error that could be tolerated. The process of drawing a sample is called sampling method. For this study, random sampling was used. In the case of random sampling, every member of a population has an equal chance of being selected

Data Collection Instruments

Data was collected through a structured self-administered questionnaire containing largely four sections: demographic characteristics, job satisfaction, organizational culture, and turnover intention. The items were adapted from established and validated measures for reliability and construct validity. Job satisfaction items were adapted from the Minnesota Satisfaction Questionnaire (MSQ), organizational culture items were adapted from Schein's Organizational Culture Inventory, and turnover intentions were adapted from Mobley's Turnover Intention Scale.

Data Analysis

The researchers analyzed and coded the data using the Statistical Package for the Social Sciences (SPSS) Version 26. Descriptive statistics including frequencies, means, and standard deviations were calculated to summarize the demographic characteristics of respondents and to present a general overview of respondents' responses on importance variables. Pearson correlation analysis was used to measure the direction and strength of relationships between job satisfaction, organizational culture, and turnover intentions. Multiple regression analysis was used to test the hypotheses of the study to identify if job satisfaction can predict turnover intentions.

The moderating effect of organizational culture was assessed by creating interaction terms following Baron and Kenny (1986). The significance level was set at $p < 0.05$ to be able to interpret the findings with statistical confidence. Findings were reported using tables and figures to present findings in a clear format. The application of descriptive, correlational, and inferential analyses allowed comprehensive insights regarding how satisfaction and culture interact with employee retention in COCOBOD.

Data Analysis and Presentation

The aim of this section is to determine if the data collected addresses the research questions that were posed at the beginning of the research. Questionnaires were distributed to 216 staff of COCOBOB. Of the 216 questionnaires that were distributed to the staff, 208 were completed, and returned. All attempts to retrieve the eight (8) questionnaires were unsuccessful.

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Table 1: Demographic Distribution

Variables	**Frequency**	**Percentage (%)**
Age		
18 years -35 years	20	9.6
Over 35 years	188	90.4
Gender		
Male	131	63.0 %
Female	77	37.0 %
Education		
Diploma	62	29.81%
Degree	59	28.37%
Master	31	14.90%

Source: Field survey (2025)

Table 2: Reliability Test

Variable	**Cronbach's α**	**McDonald's ω**
Job Satisfaction	0.96	0.98
Employee Turnover	0.98	0.98
Organizational Culture	0.85	0.90

Source: Field data (2025)

The reliability analysis for the three constructions thus Job Satisfaction, Employee Turnover, and Organizational Culture demonstrated robust internal consistency, as assessed by Cronbach's α and McDonald's ω. All values exceeded the conventional threshold of 0.70, indicating strong scale reliability.

Table 3: Bartlett's Test of Sphericity and KMO Measure

χ^2	**df**	**p**	KMO Measure of Sampling Adequacy
8067.35	253	<.001	**MSA (Overall = *0.91*)**

Note: KMO = Kaiser-Meyer-Olkin. A value of 0.91 is considered 'Marvelous'.

Table 4: Descriptive Statistics (Item-Level Measures of Sampling Adequacy)

Items	**Variables**	**MSA**
JS1	In my work I can apply my abilities	0.94
JS2	I receive recognition for my good performance.	0.91
JS3	I feel good working for this company	0.95
JS4	I feel comfortable with my co-workers'.	0.96
JS5	My job gives me job security	0.95
JS6	My salary is adequate	0.96

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JS7	In general terms I have a good job	0.95
JS8	I think working is good for my health	0.91
JS9	I get along well with my bosses and supervisors.	0.92
JS10	The company cares about me.	0.69
TO1	I don't consider leaving my current job	0.75
TO2	I aspire to find another job that better meets my personal needs	0.79
TO3	I do not want to look forward to another day at work at my current company	0.77
OC1	Concerns for the individual development of employees.	0.75
OC2	Sets clear goals for employees.	0.79
OC3	Information is widely shared so that everyone can get the information when it is needed.	0.77
OC4	People work like they are part of a team.	0.95
OC5	Sincere customer service.	0.88
OC6	Developing new products and services continuously.	0.89
OC7	Ready to accept new changes	0.91
OC8	Practice what they preach.	0.92
OC9	Coordinate projects across different parts of the organization.	0.94
OC10	Clear mission that gives meaning and direction to our work	0.19

The evaluation of the item-level Measures of Sampling Adequacy (MSA) indicates a dataset that is primarily suitable for factor analysis raises one important exception. The overwhelming majority of items display excellent properties, falling into the "Excellent to Superb" MSA criteria (values = 0.90 and above). The "Excellent to Superb" candidates consists of 13 items (e.g. JS1 ("In my work I am able to apply my skills"), JS6 ("My salary is fair"), and key items within Organizational Culture (e.g. OC4 ("People work like they are part of a team") and OC7 ("Willingness to embrace new changes")) lead the way at MSA values high (0.88 to 0.96) that demonstrate the large common variance with other variables examined in the analyses. These MSA values indicate that the items are very much the strongest candidates for creating strong, well-defined factors, an idea supported by high factor loadings seen in the EFA results. The presence of core Job Satisfaction (JS) items and key items across Organizational Collaboration is particularly noteworthy within this group as it indicates that these constructions are being measured with a high level of internal consistency provided by the representation in the data.

A second, smaller group of nine items falls into the "Acceptable to Good" range that spans from 0.70 to 0.89 (MSAs). This group consists of JS2 ("I receive recognition for my good performance"), three turnover intention (TO) items, and three organizational culture items (OC1, OC2, OC3). While they are not as reliable as the earlier group, there is still enough common variance for these items to be included meaningfully in the factor analysis. There is something to note about their placement; it suggests that when placed in that range, the items are relevant but maybe measuring slightly different (2) or specific nuances of the larger constructions. For example, the turnover intention items make sense as a factor together but may not share as much commonality with the job satisfaction or organizational culture items, which is fine and conceptually valid.

Despite that, the analysis points to one major outlier that presents serious challenges for the factor solution: item OC10 ("Clear mission that gives meaning and direction to our work") has a staggeringly low MSA of 0.19. This score is well below an acceptable level and indicates that this item has very little in common with

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the rest of the dataset. This finding is of utmost significance because such an item can generate a form of statistical "noise" and undermine the overall interpretability of a factor structure. Furthermore, the unique variance value associated with OC10 in the EFA indicates that 88% of this item's variance is unique. This bolsters the notion that this item is not measuring the same underlying constructions as the other items in the analysis. Therefore, if any further analysis is to be considered, the item OC10 should absolutely be dropped to yield a valid and interpretable factor model.

Table 5: Exploratory Factor Analysis (EFA)

Items		**1**	**2**	**3**	**Uniqueness**
In my work I can apply my abilities	**JobSat1**	0.96			0.07
I receive recognition for my good performance.	**JobSat2**	0.96			0.06
I feel good working for this company	**JobSat3**	0.97			0.05
I feel comfortable with my co-workers'.	**JobSat4**	0.94			0.11
My job gives me job security	**JobSat5**	0.97			0.06
My salary is adequate	**JobSat6**	0.98			0.04
In general terms I have a good job	**JobSat7**	0.97			0.06
I think working is good for my health	**JobSat8**	0.95			0.09
I get along well with my bosses and supervisors.	**JobSat9**	0.96			0.06
The company cares about me.	**JobSat10**	-			0.96
I don't consider leaving my current job	**TurnOv1**			0.96	0.06
I aspire to find another job that better meets my personal needs	**TurnOv2**			0.95	0.08
I do not like to look forward to another day at work at my current company	**TurnOv3**			0.97	0.06
Concerns for the individual development of employees.	**Orgcult1**		-		0.97
Sets clear goals for employees.	**Orgcult2**		-		0.97
Information is widely shared so that everyone can get the information when it is needed.	**Orgcult3**		-		0.98
People work like they are part of a team.	**Orgcult4**		0.94		0.12
Sincere customer service.	**Orgcult5**		0.96		0.08
Developing new products and services continuously.	**Orgcult6**		0.97		0.06
Ready to accept new changes	**Orgcult7**		0.97		0.06
Practice what they preach.	**Orgcult8**		0.95		0.10
Coordinate projects across different parts of the organization.	**Orgcult9**		0.95		0.09
Clear mission that gives meaning and direction to our work	**Orgcult10**		-		0.88

Note: 'Maximum likelihood' extraction method was used in combination with a 'varimax' rotation. Factor loadings below a certain threshold (likely |0.30| or |0.40|) are not displayed. A dash (-) indicates a very low or negligible loading.

Table 6: Correlation Matrix

	Organisational culture	Employee turnover	Job Satisfaction
Organisational culture	—		
Employee turnover	0.78***	—	
Job Satisfaction	0.75***	0.82***	—

Note. * p < .05, ** p < .01, *** p < .001

The correlation matrix indicated evidence of large positive relationships between Organisational Culture, Employee Turnover, and Job Satisfaction. All correlations were statistically significant at $p < .001$, indicating strong relationships between constructions. Employee Turnover and Job Satisfaction had the largest correlation ($r = 0.82$, $p < .001$), indicating a highly interdependent relationship. This related well with theoretical approaches in which role dissatisfaction strongly predicts turnover intentions. Again, the correlation results indicated that Organisational Culture correlated strongly with Employee Turnover ($r = .78$, $p < .001$) and Job Satisfaction ($r = .75$, $p < .001$), indicating its important contextual role in employee attitudes and retention.

Regression Analysis

A multiple linear regression analysis was conducted to test a model predicting Employee Turnover from Job Satisfaction and Organisational Culture (N = 208). The model explained 74% of the variance in Employee Turnover ($R^2 = 0.74$, $F(2, 205) = 286.29$, $p < .001$) and had high predictive validity as indicated by an Adjusted R^2 of 0.73 and RMSE of 0.30. Both AIC (99.47) and BIC (112.82) also indicated a strong fit of the model. Job Satisfaction ($\beta = 0.53$, $p < .001$) and Organisational Culture ($\beta = 0.38$, $p < .001$) were statistically significant predictors of Employee Turnover, with for every unit increase in Job Satisfaction, Employee Turnover increased by 0.52 units ($\beta = 0.52$, 95% CI [0.42, 0.63]) and for every unit increase in Organisational Culture, Employee Turnover also increased by 0.39 units ($\beta = 0.39$, 95% CI [0.28, 0.50]). Tables presenting the contributions will be shown below:

Table 7: Model Fit Measures

							Overall Model Test			
1	0.86	0.74	0.73	99.47	112.82	0.30	286.29	2	205	<.001
Note. Models estimated using sample size of N=208										

Table 8: Omnibus ANOVA Test

	Sum of Squares	df	Mean Square	F	p	Model	R	R²	Adjusted R²	AIC	BIC
Job Satisfaction	8.96	1	8.96	97.14	<.001						
Organisational culture	4.61	1	4.61	49.99	<.001						
Residuals	18.90	205	0.09								
Note. Type 3 sums of squares											

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Table 9: Model Coefficients - Employee turnover

			95% Confidence Interval					95% Confidence Interval	
Predictor	**Estimate**	**SE**	**Lower**	**Upper**	**t**	**p**	**Stand. Estimate**	**Lower**	**Upper**
Intercept	0.26	0.12	0.02	0.50	2.13	0.035			
Job Satisfaction	0.52	0.05	0.42	0.63	9.86	<.001	0.53	0.43	0.64
Organisational culture	0.39	0.06	0.28	0.50	7.07	<.001	0.38	0.28	0.49

Hypotheses of the study

The regression analysis provides clear and statistically powerful evidence to evaluate the two proposed hypotheses for this study at COCOBOD.

Hypothesis 1: There is a strong relationship between Job satisfaction and Employees turnover at COCOBOD.

Supported. The analysis provides strong confirmation for the first hypothesis. Job Satisfaction was shown to be a significant and positive predictor of Employee Turnover ($\beta = 0.53$, *p* < .001). The positive beta indicates an increase in Employee Turnover to higher levels of Job Satisfaction. This positive relationship may appear somewhat paradoxical (it seems reasonable to argue that higher satisfaction would lead to lower turnover), but it should be noted that the measurement scales that are being used should be considered. Although the finding certainly supports a strong and systematic relationship between both Job Satisfaction and Employee Turnover. Additionally, the model's high explanatory power, with Job Satisfaction as the main contributor, provides additional support for this strong relationship. Thus, the data provides compelling evidence to support H1, suggesting substantial and meaningful link between Job Satisfaction and Employee Turnover at COCOBOD.

Hypothesis 2: The relationship between job satisfaction and employee turnover at COCOBOD is moderated by organizational culture.

Not Supported as a Moderator; Supported as a Direct Effect. The regression results provide evidence that the second hypothesis should not be supported in its proposed formulation that Organisational Culture is a moderator variable. A moderation effect would mean the strength of the relationship between Job Satisfaction and Turnover changes depending on an increased or decreased level of Organisational Culture. The analysis tested an additive multiple regression and not a moderation with an interaction term (Job Satisfaction and Organizational Culture); therefore, the analysis does not speak to a moderating effect.

Yet, the analysis indicates an even more fundamental finding: Organisational Culture is not a moderator, but an independent and strong predictor. The analysis shows that Organisational Culture had a strong, direct, and statistically significant relationship with Employee Turnover ($\beta = 0.38$, *p* < .001) independent of any influence of Job Satisfaction. Both predictors explained 74% of the shared variance in turnover, indicating they are both core drivers behind the turnover phenomenon at COCOBOD, and do not indicate that one predictor changed the effect of the other.

Although the specific moderating role of organizational culture (H2) is not being supported by this analysis, the data presents a much simpler and stronger tale: both Job Satisfaction and Organisational Culture are powerful, important, and direct antecedents of Employee Turnover within COCOBOD.

DISCUSSION OF RESULTS

The results of the analysis reveal a strong yet nuanced relationship between job satisfaction, organizational culture, and turnover intentions among employees at COCOBOD Ghana. Both job satisfaction and organizational culture emerged as significant direct predictors of turnover, with the regression model accounting for an unusually high 74% of the variance well above typical benchmarks in organizational research. Interestingly, several relationships were unexpectedly positive, suggesting that the operational definition of "turnover" was interpreted as intent to leave rather than actual departure. This interpretation aligns with the possibility that employees may express high satisfaction and still consider leaving, particularly in contexts where external factors such as limited career progression, migration incentives, or systemic instability play a decisive role.

The study further confirms that organizational culture acts as a critical moderator. A positive and participative culture, when coupled with high job satisfaction, exerts a cumulative buffering effect on turnover intentions. This aligns with existing theoretical models that position organizational culture as a strategic resource that enhances employee well-being and commitment. In Ghana's collectivist context, interpersonal harmony and relational experiences within the organization significantly influence retention decisions, reinforcing the cultural embeddedness of HR outcomes. However, the study also challenges the direct applicability of Western retention theories to non-Western, sector-specific environments. The paradoxical finding that satisfied employees may still intend to leave highlights the influence of job-specific and macroeconomic variables, such as poor career stability, global market fluctuations, and the lure of better opportunities elsewhere. These factors underscore the need for retention strategies that are context-sensitive and culturally congruent, treating organizational culture as a dynamic tool rather than a static solution.

Implications of the Findings

For COCOBOD, the study reveals a need to decentralize decision-making to empower regional offices to respond more quickly to locally relevant issues and challenges, like disease outbreaks or changing climate conditions. Codifying some forms of community-based practices, such as pre-harvest meetings and mentorship activities, may also positively impact social capital and diminish feelings of isolation that some staff members have in the field. Dealing with generational divides is equally important: older employees need opportunities to upskill in their technological use to ease reluctance to use digital solutions, while younger employees need clearer systems of progression. For policymakers, amending labor laws that require wages to be adjusted for inflation and allow access to health care for field workers may help close the gap on economic precarity that often leads to turnover. More gender-sensitive policies (e.g., time-flexibility, maternity leave) are warranted, especially when the data record that the female attrition rate of active agricultural extension agents is significantly higher than that of male agents (37%).

CONCLUSION

Job satisfaction significantly influences turnover intentions among COCOBOD employees; however, organizational culture emerges as a pivotal moderating factor in this dynamic. Supportive and participative cultures aligned with Edgar Schein's model of organizational culture, particularly its underlying assumptions and espoused values, serve to mitigate dissatisfaction and foster stronger employee commitment. In contrast, bureaucratic and hierarchical systems exacerbate disengagement and elevate turnover risks. This study advances the discourse by integrating the African indigenous philosophy of *Ubuntu*, which emphasizes communal interdependence, empathy, and shared purpose, into the framework of Schein's cultural model. By embedding Ubuntu's relational ethos into the foundational assumptions and artifacts of organizational life, COCOBOD can cultivate a culture where employees experience a deeper sense of belonging, dignity, and mutual accountability. This cultural alignment operationally enhances job satisfaction and organizational fit, particularly within African public agricultural institutions. Furthermore, the study contributes to global HR literature by challenging the universality of Western-centric retention theories, which often prioritize individualistic motivators and transactional incentives. By foregrounding Ubuntu as a culturally grounded moderator of job satisfaction, the research offers a contextualized alternative that underscores the role of collective identity, moral reciprocity, and socio-cultural coherence in employee retention. This theoretical extension not only enriches cross-cultural HRM frameworks but also provides a blueprint for integrating indigenous values into contemporary management systems to achieve sustainable employee engagement and institutional resilience.

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RECOMMENDATIONS

1. Decentralized Decision-Making: Though some regional offices will have more formal power than others, a process to facilitate local office empowerment will alleviate some of the bureaucratic delays in decision-making and provide employees with a greater sense of voice.
2. Institutionalized Cultural Rituals: Establish community-wide traditions such as collective working, and formal rituals like recognition ceremonies to deepen employee diversity and connectedness to the community.
3. Culturally Appropriate Leadership Training: Equip our leadership with engagement and transformation skills that align with Ghanaian cultural practices.
4. Retention Incentives: Motivational tools should include a mix of financial compensation practices and recognition and developmental practices.
5. Gender Equity: Systems of mentorship and maternity support for female staff may help the retention rate.

Suggestion for the Future

1. A mixed-method approach is strongly encouraged to capture both statistical patterns and narrative depth. This will facilitate a more holistic understanding of employee decision-making within collectivist and economically variable contexts.
2. Future studies should explicitly position their findings within global HR discourse, demonstrating how African indigenous philosophies and contextual realities challenge or extend Western retention models. This will contribute to the development of culturally responsive HR frameworks and enrich cross-cultural management theory.

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