IMPACT OF ORGANISATIONAL CULTURE ON EMPLOYEES WITHDRAWAL INTENTIONS IN PUBLIC INSTITUTIONS IN TANZANIA: CASE OF DAWASCO

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A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION OF THE OPEN UNIVERSITY OF TANZANIA

2013

CERTIFICATION

I the undersigned certify that I have read and recommend the dissertation entitled impact of organizational culture on employees' withdrawal intentions in public institutions in Tanzania: case of DAWASCO and found it to be in a form acceptable for examination.

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Dr. Deus D. Ngaruko

(Supervisor)

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Date

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DECLARATION

I **Ambokile Alpha** declare that this dissertation is my own original work and that it has neither been submitted nor being concurrently submitted.

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Signature

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Date

DEDICATION

This dissertation is dedicated to my mother Anna Nselya Isomaniah, and my daughter Jessica Alpha Ambokile

ABSTRACT

This study was conducted at DAWASCO HQ with the aim of accessing the impact of organizational culture on employees' withdrawal intentions in public institutions in Tanzania. Various indicators such as feeling tired with the job responsibilities, feeling work boredom, feeling unwilling to work every day, departing from work before required time, inability to meet target, passive compliance, absenteeism and arriving at work beyond required time were used to test if employees intend to withdrawal from the job. The specific objectives of the study was to describe the organizational culture at DAWASCO, to examine the employee's perception levels of withdraw intentions and to assess the extent to which selected withdraw intentions are associated with organizational culture. The questionnaire method was used to obtain information from 60 respondents. The findings were presented in tables and bar graphs so that they can easily be understood. The findings revealed that some organization culture such as the use of clock-in-clock-out system, attendance book, and provision of organization loans have significant impact to employees' withdrawal intentions. The study recommends that, DAWASCO and other public institutions in Tanzania should try to overlook the organization behaviours that may forms culture which cause employees to withdrawal from their jobs.

ACKNOWLEDGMENTS

TABLE OF CONTENT

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS AND ACRONYMS

DAWASCO   Dar es Salaam Water and Sewerage Corporation

HQ   Headquarters

HRM   Human Resources Manager

MBA   Masters of Business Administration

OUT   Open University of Tanzania

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background to Research Problem

Organizations are social systems where by the organizational culture is most important factors for effectiveness and efficiency. Culture in an organization evolves out of collective perceptions of employees on various aspects of the organizational work life. It is shaped through their day-to-day experiences while dealing with various facets of the organizational realities such as its goals and objectives, policies and practices, leadership, structure, work design, technology adopted, people, dominant modes of communication, motivation and reward mechanisms, working conditions, etc. It provides dynamic interface to the employees in the organization in the form psychologically meaningful and behaviourally pertinent perceptions, which impels them to think, feel and act in consistently similar ways Carmeli (2005).

According to Schen (1990) as cited by Carmeli (2005), organizational culture and employees' withdrawal intentions are important topics in organization science. Many organizations and governments not only strive to put into practice strategies for attracting employees but also strive to make more value of existing employees and attempt to reduce withdrawal. Most of the models explaining withdrawal intentions assume a sequence from the organizational culture, through affective reaction to the job/profession, to the decision to remain, or to leave the job/profession. (Zimmerman, 2009). Organization culture is viewed as the basic and important resource or asset which affects both employee performance in the organization and

the intention to withdrawal from the company. Therefore in order to retain employees in the modern world of business competition, it is very important to know the relationship between these two variables. (Prajogo, 2011). Withdrawal decisions lead to absenteeism, which, in turn has been found to be related to actual turnover. Employees withdrawal intentions can be seen through withdrawal behaviours such as feeling tired with the job responsibilities, feeling work boredom, Inability to meet target, departing from work before required time, arriving at work beyond required time, passive compliance, absenteeism and unwilling to work every day are dangerous and silent killers of any organization which perform in the competitive business environment (Jaakson *et al,* 2012).

Employees' withdrawal intentions comprised several distinctive, yet related, constructs (e.g. thinking of quitting, intention to search, and intention to quit), which have been widely studied in relation to withdrawal behaviour e.g. absenteeism and actual turnover. In organizational research, withdrawal behaviour is defined as actions intended to place physical or psychological remoteness between employees and their workplace. The interrelationship between forms of withdrawal intentions and behaviour is still being debated, and has influenced the research agenda on employees' withdrawal process. Although the literature provides rich theoretical and empirical studies on employees' withdrawal process, more studies should be done to provide better understanding of constructs of withdrawal intentions.

Many researchers conducted studies on the relationship between organizational cultures and employees withdraw intentions, although more theories need to be

tested by different scholars in existing theories. (Hughes 2007). The purpose of this study is to assess the impact of organization culture on employee withdrawal intention in public institutions in Tanzania and to test the existing theories. According to Kennedy (1982), Peters and Waterman (1982) as cited by Lok (1999), Organization culture may either influence employees withdraw intentions or employees retention to work. It is very important to study the relationship between these two variables because organizational success in achieving its goals and objectives depends on employee's commitment within their organization and organizational culture. (Carmeli, 2005). This contribute to the understanding of organizational culture and its relationship with the employees withdraws intentions in public organizations in Tanzania

1.2 Statement of the Problem

There are many determinants of employee's withdraw intentions, among them organizational culture is viewed as important determinant and play a central role. He and Baruch (2009) defined organizational culture as the collective behaviour of humans who are the part of the organization and the whole meanings that people attach within and their actions. According to Lok (1999), numerous researchers have suggested that employees withdrawal intentions and associated behaviour is highly influenced by the organizational culture,

In world of business competition, it is important to study employee's withdrawal intentions and withdrawal behaviours because organization life depends on employees who either perform or facilitate machinery performance. The intention to

withdrawal from the job always lowers employee's commitment and performance. If this concept is not well assessed and understood, many organizations especially public institutions will fail to survive in business competition because of employee's withdrawal.

A recent study (Carmel 2005) was done on the influence of organization culture on employees' withdrawal intentions. The goal of the study was to examine the influence of five dimensions of organizational culture on employees' withdrawal intentions behaviours. Specifically, three forms of employees withdrawal intentions (i.e. from the occupation, job and organization) and one of the employees' withdrawal behaviours (i.e. self-reported absenteeism) was examined. The paper investigated the relationship among social workers in Israel health care system through a structured questionnaire. Regression analysis was employed to test the research hypotheses.

The researcher concluded that, organization culture that creates a challenging work environment diminishes employees' absenteeism, and withdrawal intentions from the occupation, job, and organization. Other dimensions of organization culture were not significantly correlated with dependent variables.

The researcher investigated the impact of organization culture based on only one employees withdrawal behaviour (self absenteeism), the other employees withdrawal intentions and behaviour such as feeling tired with the job responsibilities, feeling work boredom, Inability to meet target, departing from work before required time,

arriving at work beyond required time, passive compliance, and feeling unwilling to work every day was not considered in this study.

This study assessed the impact of organization culture on employees' withdrawal intentions and examined how the organization culture has impact on many selected employees withdrawal intentions (i.e. feeling tired with the job responsibilities, feeling work boredom, Inability to meet target, departing from work before required time, arriving at work beyond required time, passive compliance, feeling unwilling to work every day and absenteeism)

1.3 Research Objectives

1.3.1 Overall Objective

The overall objective of this study is to assess the impact of organizational culture on employee's withdrawal intentions in Tanzania using DAWASCO as a study area

1.3.2 Specific Objectives

In this study, specific objectives are;-

   i.   To describe the organizational culture at DAWASCO.
   ii. To examine the employee's perception levels of withdraw intentions
   iii. To assess the extent to which selected withdraw intentions are associated with organizational culture.

1.4 Research Questions

In this study, the research questions are,

i. What is the organization culture at DAWASCO?

ii. What are the employees' perception levels of withdrawal intentions?

1.5 Research Hypothesis

This study used the alternative hypothesis where by the researcher predicted that, there was a significant association between the selected employees withdrawal intentions and organization culture. The researcher believed that, the organization cultures that build good work environment to the organization are favourable to many employees and would have motivated employees commitment to work and not withdrawal.

1.5 Significant of the Study

This study is helpful to the public institutions such as DAWASCO to increase awareness on the concept of organization culture and how that culture can influence employee's withdrawal intentions to the organization. Having knowing the impacts, the management of public institutions may improve their strategies to increase employees' commitment and motivation so as to retain potential employees.

This study is fundamental to the scholars who have interest to explore on the impact of organization culture on employees withdrawal intention in more details and those who intends to assess the other concepts relating to the study. The literature reviews done in this study is an aid to other scholars and a guide for further reviews.

1.6 Organization of the Dissertation

This dissertation consist of five chapters, whereby, chapter one consist of introduction covering background to research problem, statement of the research problem, research objectives, research questions, research hypothesis and significant of the study. Chapter two consists of literature reviews; chapter three consists of research methodologies. Chapter four present the analysis of the study and discussion of findings and chapter five present the recommendations and the conclusion of the study.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Chapter Review

This chapter attempts to bring out other researches which are related to the research topic. It describes the conceptual definitions of the key concepts of the study (i.e. organization culture, withdrawal intentions, withdrawal behaviours, and commitment). The conceptual framework, theoretical literature review, empirical review, policy review, research gap and conceptual and theoretical framework of the study.

2.2 Conceptual Definitions of Key Concepts

2.2.1 Organizational Culture

He and Baruch (2009) defined organizational culture as the collective behaviour of humans who are the part of the organization and the whole meanings that the people attach within and their actions. It is also the pattern of such collective behaviours and assumptions that are taught to new organizational members as a way of perceiving, and even thinking and feeling. Organizational culture affects the way people and groups interact with each other, with clients, and with all stakeholders. The researcher used this as the right definition of the study.

2.2.2 Withdrawal Intentions

Withdrawal intention is defined as employee's efforts to remove themselves from a specific organization and their work role (Chiu and Francesco, 2003), Withdrawal

intentions can also be seen through withdrawal indicators or withdrawal behaviours which are always seen to the employees who lack commitment to their jobs, career, profession or organization. Withdrawal intentions can also be seen to employees who affected by any change made to the organization which destroys their interests. This study described employees' withdrawal intentions through withdrawal behaviours.

2.2.3 Withdrawal Behaviors

Withdrawal behaviours are the actions that a person takes when they become physically and/or psychologically disengaged from the organization. Some commonly noted withdrawal behaviours are physical such as: absenteeism, lateness/tardiness, and turnover. There are also psychological withdrawal behaviours. These include: passive compliance, minimal effort on the job, and lack of creativity. Psychological withdrawals often take the form of laziness or lack of intense thinking on the job (Pinder, 2008) the researcher is interested by withdrawal behaviours such as feeling tired with the job responsibilities, feeling work boredom, Inability to meet target, departing from work before required time, arriving at work beyond required time, passive compliance, absenteeism and feeling unwilling to work every day.

2.2.4 Employees Commitment

Commitment is a psychological state that binds an employee to the organization. It refers to the likelihood that an individual will stick to the organization, feel psychologically attached to it, whether the job is satisfying or not attribution. A committed employee feels like possessing the organization. Employees who have high commitment to their jobs, organizations, career and professions have lower

withdrawal intentions compared to those who are less committed (Jaakson *et al* 2012).

2.3 Theoretical Literature Review

Organization culture is said to be highly related to employees' withdrawal intentions. The change on organization culture can cause a change on employees' withdrawal intentions. Some organization culture hinders supervisory support from managers to subordinators; many employees' especially new careers develop withdrawal intentions when they lack supervisory support from their organization (Tuzun, 2012). This study established the relationship between all employees (and not for new careers) withdrawal intentions and the organizational culture.

Employees withdrawal intentions which can be seen through withdrawal behaviours such as feeling tired with the job responsibilities, feeling work boredom, Inability to meet target, departing from work before required time, arriving at work beyond required time, passive compliance, absenteeism and feeling unwilling to work every day the result of the organization culture are the dangerous and silent killers of any organization which perform in the competitive business environment (Jaakson *et al* 2012).

Organization culture is viewed as the basic and important resource or asset which affects both employee performance in the organization and the intention to withdrawal from the company. Therefore in order to retain employees in the modern world of business competition, it is very important to know the relationship between these two variables (Prajogo, 2011).

The shared culture within the organization is the great influential for organization manager's commitment or intentions to turnover. Many managers intend to quit the organization when the culture does not correlate their expectations (Kimberly, 2009).

In the study of the relationship between organizational culture and withdrawal intentions, (Carmeli 2005 a) provided detailed relationship between organizational culture and withdrawal intentions in consideration of the other personal related variables that my also contribute to the influence of employees withdrawal intentions. This study has the relating goals but the phenomenon was tested in public organizations whereby DAWASCO is the case study.

There is significant evidence (Carmeli 2005 b), that, any employee who feels that the organization culture is not favourable intends to withdrawal. Organization culture that favour employees influence commitment (Rashid and Johari, 2003). According to Deal and Kennedy (1982), Peters and Waterman (1982) as cited by Lok (1999), there is a significant influence of organizational culture to the employee's withdrawal intentions.

Although the study didn't explore on the other personal-related variables such as job satisfaction, work commitment, job stress and the others that may also influence the employee's withdrawal . Since the above study conducted in 1982 there may be a lot of changes within the context of the organizations and work institutions because people change with culture. This study explored and establishes whether the same findings are applied in public organizations in Tanzania.

2.4 Empirical Literature Review

From field study result study, (Falkenburg, 2007) found that the relationship between job satisfaction and withdrawal intention was moderated by normative commitment. Even in small sample, the outcome became extremely important. The moderator effect was positive. The relationship between job satisfaction and withdrawal intention was certainly lower for high normative commitment than for low normative commitment, indicating a go beyond of the two work attitudes in their effects on turnover intention.

Falkenburg, (2007) concluded that the relationship between job satisfaction, organizational commitment and withdrawal behaviours is very complex. This has implications not only for future research, but also for managing organizations. With respect to HRM policy aimed at enhancing work attitudes, managers of organizations must keep in mind that the effect of such policy on withdrawal behaviours is highly complex. These results propose that the effects on withdrawal behaviours are in part dependent on the presence of other work attitudes. So, focusing on one attitude rather than on a combined pattern of attitudes may not lead to the goals aspired to by the organization (Falkenburg, 2007).

The evidence (Eddleston 2009) organization culture has a great impact on newly employees' withdrawal intentions. Findings of this study show that many newly employees within the range of one to three years tend to be affected much with the organization culture, and therefore they show high withdrawal intentions level as compared to loyal employees and senior employees (Eddleston, 2009) sent online

questionnaires to 100 newly employees into four different companies, 97 employees filled the tool and replied online. The result from the respondents showed that 71% of the newly employees do wish to withdrawal from the job because of the organization culture of their companies.

Senior employees especially those holding managerial position tends to show relatively low level of withdrawal intention compared to junior managers. (Eddleston 2009). In between the 100 newly employees, there were 13 employees who where the new managers to their companies and both of them shows the low level of intention to withdrawal from their current jobs. In addition, the competitiveness of the managers' work group and their enacted aspirations were found to be significant moderators. These findings emphasize the importance of relative standards in predicting managerial career attitudes.

There are other organization culture which has negative impact on employees' withdrawal intentions and positive impact on employees' commitment. From the field (Park 2009) in the study of types of organizational culture that matter in nurse job satisfaction and withdrawal intention, the findings shows that, Among the different types of organization culture, Consensual culture and rational culture had significant, positive associations with the nurses' job satisfaction. In addition, consensual culture exhibited the strongest, negative association with the withdrawal intention of the nurses, while hierarchical culture showed a significant, positive association. The data used in this study were collected from the self-report surveys by the nurses at two public hospitals in Seoul and Kyounggi Metropolitan area in

Korea. A total of 600 nurse employees were surveyed; 527 (87.8 percent) nurses responded, which provides enough sample size (e.g. 100 or more) to use a structural equation model.

In Israel, many school teachers develop withdrawal intentions from their jobs; the intention is driven by the organization culture. In the study of Teachers' withdrawal behaviours (Shapira-Lishchinsky, 2012), the researcher aimed to investigates the relationships between different dimensions of organizational culture, ethics and different withdrawal symptoms such as lateness, absence, and Teachers withdrawal intention 1,016 school teachers from 35 high schools in Israel. The researcher used Glimmix procedure of SAS for analysis, which simultaneously measures lateness using the negative binomial distribution, absence using the Poisson distribution, and withdrawal intention using the normal distribution.

The findings indicate that the different dimensions of organizational culture were related to one another. justice were found to be negatively related to lateness, while a new employees support was found to be negatively related to absenteeism, and procedural justice was found to be negatively related to intention to withdrawal. As regards socio-demographic predictors, women teachers exhibit more absence and less intent to withdrawal than men.

Teachers with high seniority at their school prefer to respond with absence and a reduced intention to withdraw, and as the teacher's age rises, the lower are lateness and absence frequency. In this study the researcher established whether the demographic characteristics can affect the relationship of organization culture and

withdrawal intentions and whether the long time of employee's service to the company lowers the withdrawal intentions.

In the study of the relationship between organizational culture and withdrawal intentions, (Carmeli, 2003) the paper investigates the relationships among social workers in the Israeli health care system through a structured questionnaire, the researcher found that employees in are very sensitive to organization culture at their work places. Many employees are committed to work in the organization that suite their culture, especially beliefs and religions. Employees who feel that organization culture is not suitable intend to quit.

2.5 Policy Review

Tanzania labour law enacted in 2006 increases labour mobility in Tanzania. Before the enactment of this law an employee had to present the intention to leave to the employer and wait for the assent letter. Many employers were acting as obstacles for their best employees to leave. Some employers used to delay to allow their employees to leave for some reasons based on their own interest. After the enactment of this law, employees in Tanzania got a relief and labour mobility increased. The law allows an employee to terminate his work by resigning within 24 hours. Employees cans payback the monthly salary to the employer and leave the organization, this does not necessarily need the prior assent of the employer.

However, the law does not say anything about the employees' withdrawal intentions because it is very easy to measure employees' commitment but not the intention to

leave the organization. But having an option to resign, an employee can generate the intention to leave the organization, intention to change the work, and intention to change the profession. The intention to leave the organization can be seen through some behaviour that an employee may have, these are known as withdrawal intention behaviours (Tanzania Labour law 2006).

2.6 Research Gap

There are numerous researchers have suggested that employees withdraw intentions and associated behaviour is highly influenced by the organizational culture, particularly in areas such as performance and commitment (Lok 1999). The recent study (Carmel 2005) was done on the influence of organization culture on employees' withdrawal intentions. The goal of the study was to examine the influence of five dimensions of organizational culture (i.e. Job challenges, communication, trust, innovation and social cohesiveness) on employees' withdrawal intentions behaviours. Specifically, three forms of employees withdrawal intentions (i.e. from the occupation, job and organization) and one of the employees' withdrawal behaviours (i.e. self-reported absenteeism) was examined, the study was done in Israel health workers.

This study investigated the impact of organization culture on employees withdrawal intentions in public institutions in Tanzania by using many indicators (withdrawal behaviours) which are feeling tired with the job responsibilities, feeling work boredom, inability to meet target, departing from work before required time, arriving at work beyond required time, passive compliance, absenteeism and feeling

unwilling to work every day. The study tested the impact of selected organization culture on the withdrawal behaviours.

2.6 Conceptual and Theoretical Framework

Independent Variable	Dependent variable
(Organizational culture)	(Withdrawal intentions)
Selected organization culture	**Withdrawal behaviours**
Organization loans	Feeling tired with the job responsibilities,
Education and trainings opportunities	Feeling work boredom
Advanced salary payment	Inability to meet target
Attendance book	Departing from work before required time,
Retirement package	Arriving at work beyond required time
Employees' promotion system	Passive compliance
Yearly getting together	Absenteeism

Figure 2.1: Conceptual and Theoretical Framework

This study accessed the impact of organization culture (i.e. provision of organization loans, employees education and trainings opportunities, advanced salary payment, the use of employees attendance book, retirement package and employees promotion system) to selected employees withdrawal intentions, (through withdrawal behaviours) which are feeling tired with the job responsibilities, feeling work boredom, inability to meet target, departing from work before required time, arriving at work beyond required time, passive compliance, absenteeism and feeling

unwilling to work every day. The questionnaire had closed ended questions of which the respondents were asked to range the applicability and relevance of selected organization cultures into their organization, and how does they influence the employees to withdrawal to withdrawal from the jobs.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Overview

This chapter explains in details about the ways and methods that a researcher used to collect data, processing and analyzing to reach the conclusion. It includes the research design (paradigm, approach, strategies and time line), the survey population, area of the research, the sampling and design and variable measurement.

3.2 Research Design

3.2.1 Research Paradigm

This is the way of examining social phenomena from which a particular understanding of these phenomena can be gained and explanations attempted. (Saunders et al 2012). This is quantitative research model because it deals with the relationship of variables in which they was generate numerical data which are presented in graphs and statistics.

3.2.2 Research Design

The design of the study is descriptive in nature. This is because it deals with the study of the impact of one variable (organizational culture) to another variable (employees' withdrawal intentions) in which one variable cause's effect on another.

3.2.3 Research Approach

Research approach is a general term for inductive and deductive research approach. (Saunders et al 2012). The researcher used deductive approach; in this case, data

were used to test the existing theories about the relationship between the organizational culture and employee withdrawal intentions. The researcher read in details varieties of books, articles, journals and theories before going to the field study the phenomena.

3.2.4 Research Strategy

The researcher used Survey, which involved the structured instruments in collection of data. Questionnaires were used as the main means of data collection, empirical data were also used.

3.2.5 Time Line

This is a cross sectional research in a sense that, the researcher investigated the impact of organizational culture on employees withdrawal intentions at DAWASCO in a particular time.

3.3 Sampling Design and Procedures

The population for this study was the employees at DAWASCO HQ (Management officers, Operation officers, Accountant and Commercial officers). The currently total number of employees at DAWASCO Headquarters is 117 employees. The total of 70 respondents was selected by using probabilistic sampling, in which systematic sampling was involved.

3.3.1 Population Characteristics

The population is heterogeneous, there senior and junior employees, therefore the

researcher involved both senior and junior employees so as to avoid any kind of bias in conducting this study.

3.4 Variable Measurement

In this study the dependent variables are withdrawal intentions (i.e. feeling tired with the job responsibilities, feeling work boredom, Inability to meet target, departing from work before required time, arriving at work beyond required time, passive compliance, absenteeism and feeling unwilling to work every day) independent variable are Components of organizational culture (Park, 2009). Chi-square used to measure the association of variables where by the degree of significance was below 0.05.

3.5 Methods of Data Collection

This study used Questionnaires; the structured questionnaires were administered to 60 respondents, they responded by filling the questionnaires and gave the data.

3.7 Data Processing and Data analysis

Data were coded in number and the Statistical Package for Social Studies (SPSS) were employed to process data, descriptive statistics and crosstabs data used to analyze data were by Chi- square was used to test hypothesis

CHAPTER FOUR

4.0 ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Chapter Overview

This chapter presents the study analysis and discussion of the findings, the chapter overview, the respondents bio-data, organization cultures and the employees' perception level of withdrawal intentions.

4.2 Respondents Bio-data

4.2.1 Sex Distribution of Respondents

The total of 60 employees responded to the questionnaires. Findings shows that, the male were 34, which is equal to 56.7% and female respondents were 26 which equals to 43.3%. The figure 4.2 shows the statistical distribution of sex of respondents and their percentages.
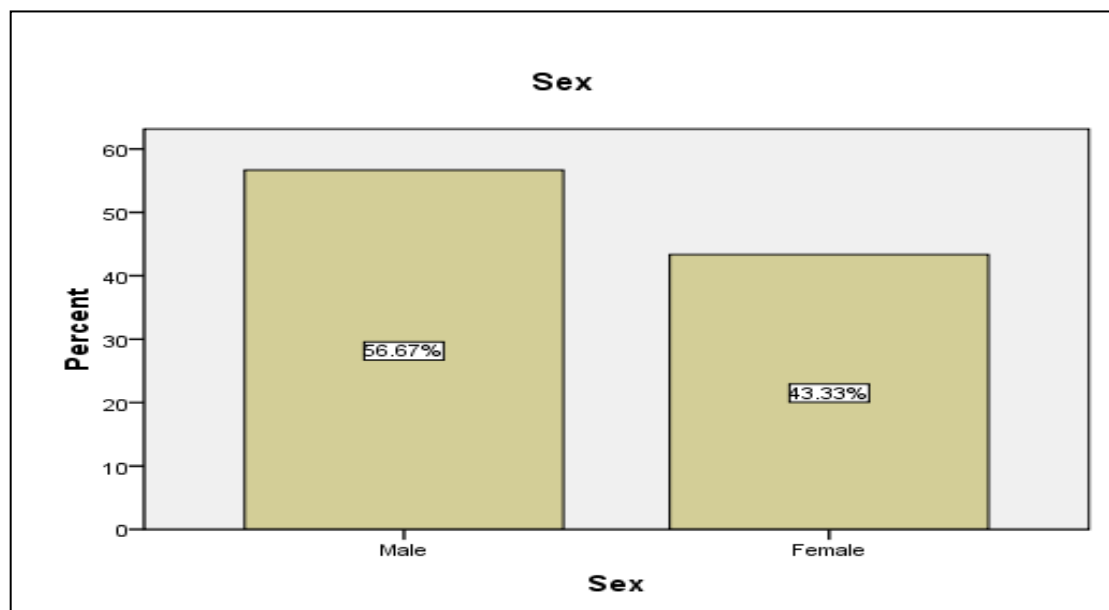
Figure4. 2: Sex Distribution of Respondents

Source: Field Data

4.2.2 Age of Respondents

Figure 4.3 shows the statistical distribution of sex of respondents and their percentages. The respondents aged 30 years and below were 10, which equals to 16.7%, the respondents aged 31 to 50 years were 34 which is equal to 56.7%, and respondents aged 51 and above were 16 which equals to 26.7%.
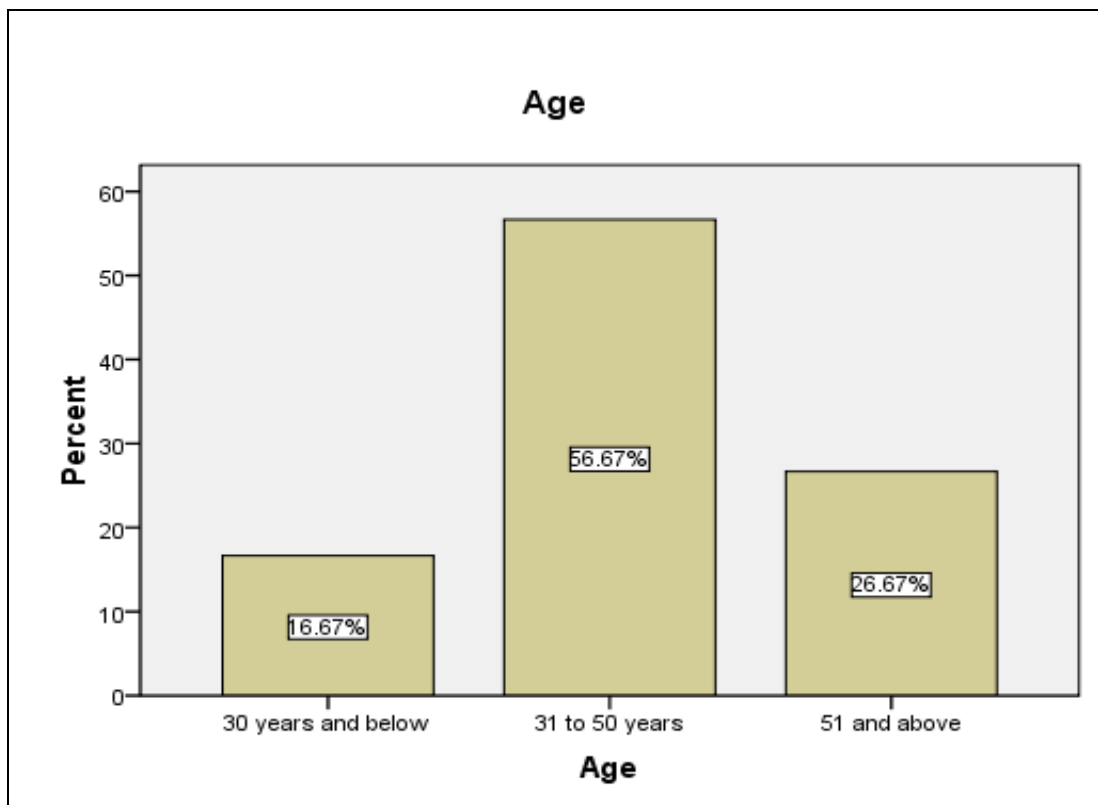
Figure 4. 3: Age Distribution of Respondents

Source: Field Data

4.2.3 Job Position

Figure 4.4 shows the statistical distribution of job position of respondents. Those who were in Management position represent 11.7%, commercial department employees 36.7%, and accountants 10% and those under operation department were 41.1%.
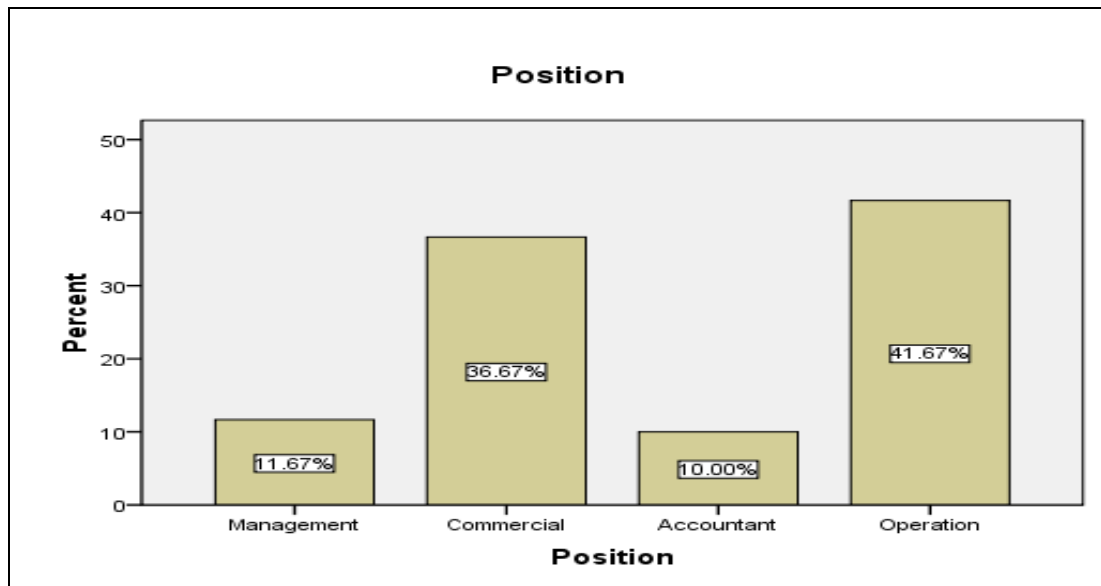
Figure 4.4: Distribution of Respondents' Job Position

Source: Field Data

4.2.4 Employees Education Level

Findings from the study shown in figure 4.5 represent the statistical distribution of education level of respondents. Postgraduate holders were 16.7%, graduates were 31.7%, diploma 13.3% and other education levels were 38.3%.
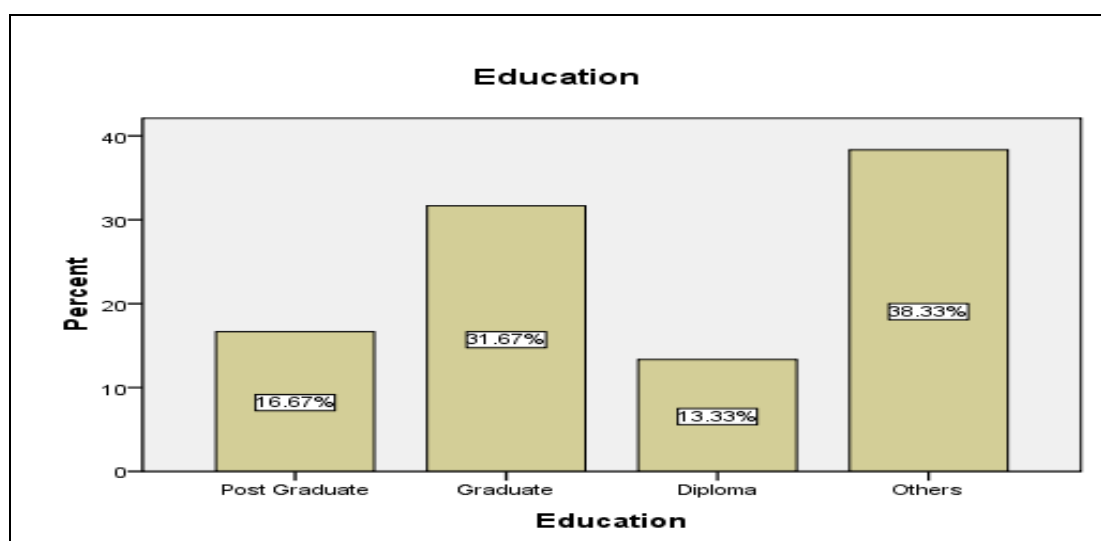
Figure 5.4 Education Levels of Respondents

Source: Field Data

4.2.5 Employees' Time of Service

Findings from the study shows the distribution of the employees' time of service (experience to the organization) as presented on figure 4.6.Those who were 1 year and below were 5%, 2 to 3 years were 26.7%, above 3 years were 68.3%.
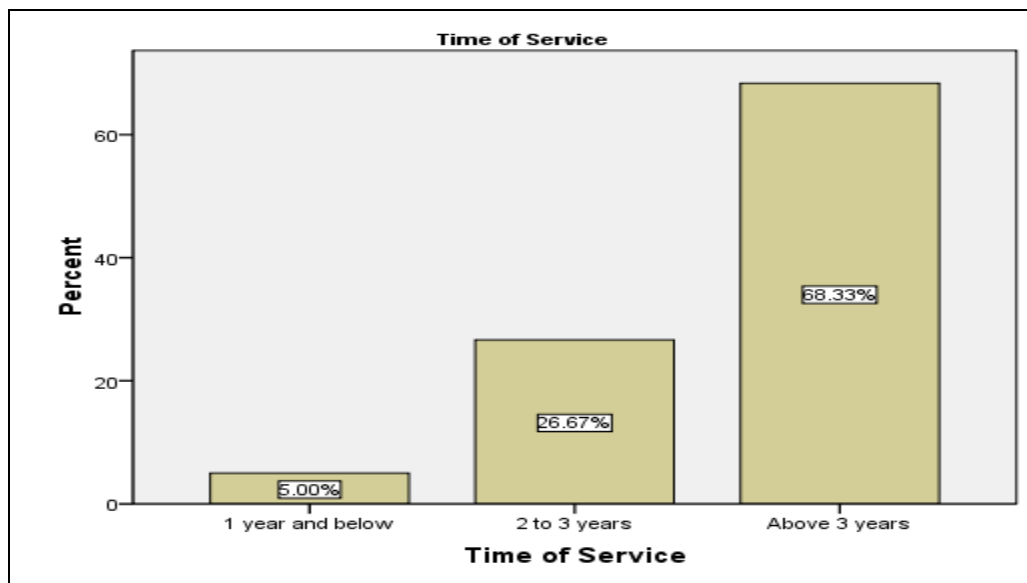
Figure 4. 6 Employees' Time of Service at DAWASCO

Source: Field Data

4.3 Organization Culture at DAWASCO

The results from the study shows that the organization cultures like thirteenth salary, advanced salary payment, the use of clock-in-clock-out system, the tendency of wearing organization uniforms at work place, the use of attendance books, the use of attendance book, provision of organization loans, monthly rewards after meeting collection targets and organizational social support to employees are highly applicable to the organization. The organization does not provide loans to employees, there are few getting together functions there various employees trainings

but few or no employees education opportunities, also employees promotion system is not favourable to many employees.

The findings of the study shows the application of organization uniforms at DAWASCO is low. An organization uniform is applicable for Fridays to all employees, but technicians and other machinery operators wear uniforms and special clothes daily as per requirement of their jobs. The figure 4.7 shows the respondents on the applicability of organization uniforms
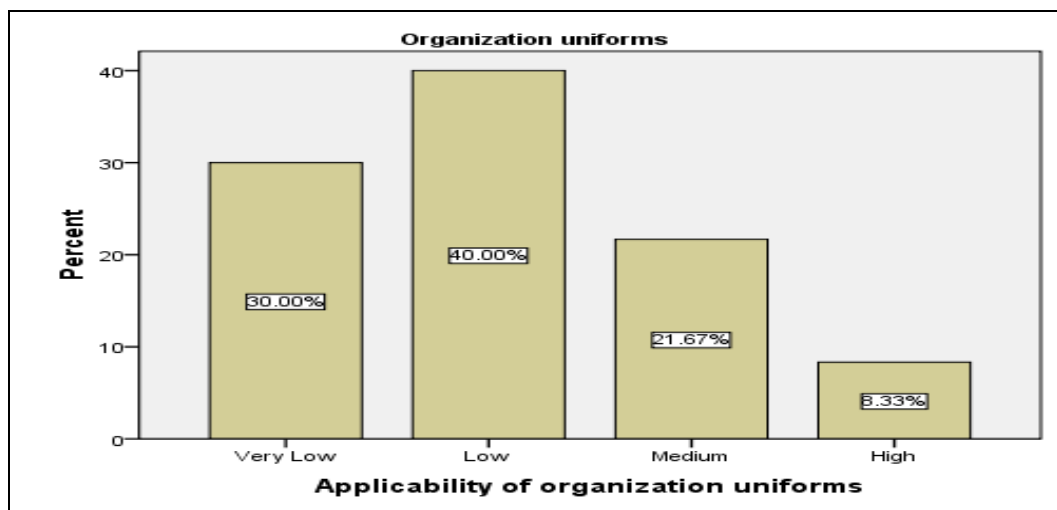
Figure 4. 7 Organization Uniforms at DAWASCO

Source: Field Data

Clock-in-clock-out system is a part of organization culture at DAWASCO. Figure 4.8 show the applicability of the clock-in-clock-out system is very high. This system is used to check the attendance of employees at the organization. Employees use their thumbs fingers to sign in the electronic machine when they get in and out the workplace.
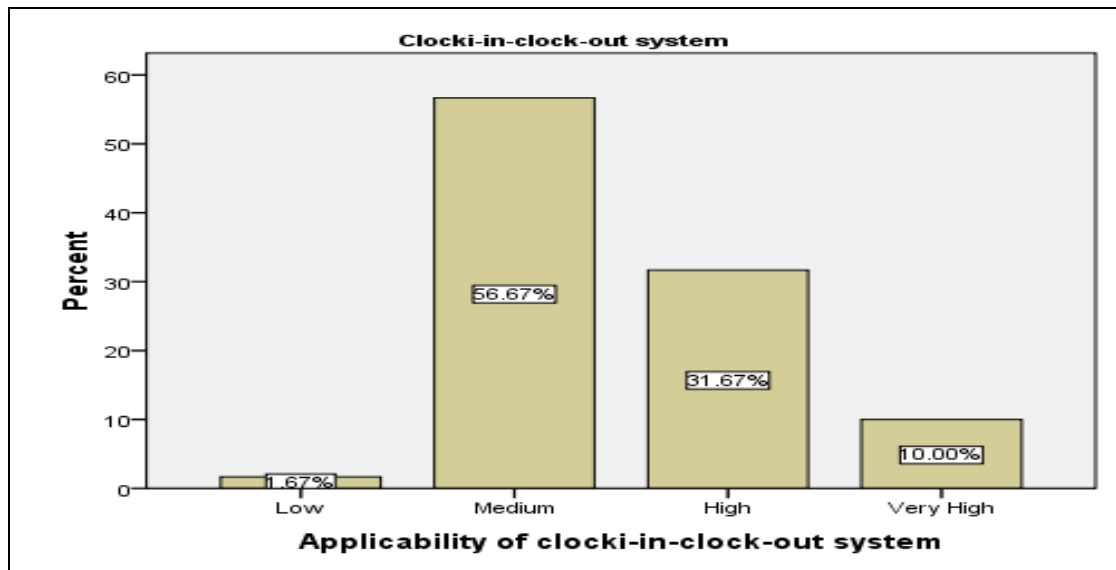
Figure 4. 8 The Applicability of Clock-in-Clock-out System

Source: Field Data

The findings of the study shows the application of attendance books is low. Attendance books are used in some organizational departments to check the availability of employees at workplace. The figure 4.9shows the respondents on the applicability of attendance books at DAWASCO.
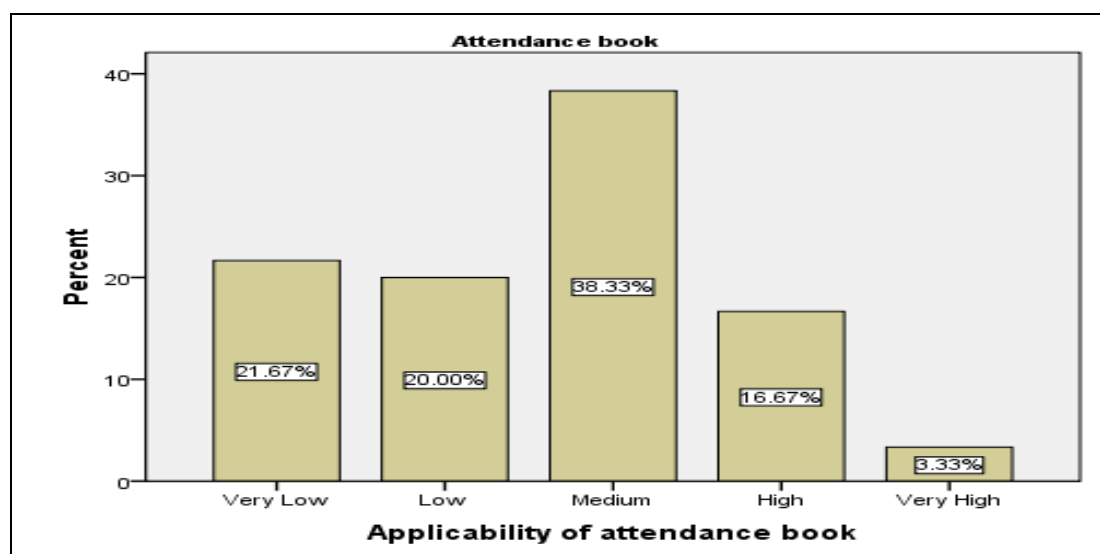
Figure 4. 9 Applicability of Attendance Book

Source: Field Data

The findings show that, it is the organization culture of DAWASCO to provide thirteenth salary to all employees. Thirteenth salary is the right of each and every employee at the organization and is given to employees before each annual leave. Figure 4.10 show the applicability of the thirteenth salary is very high.
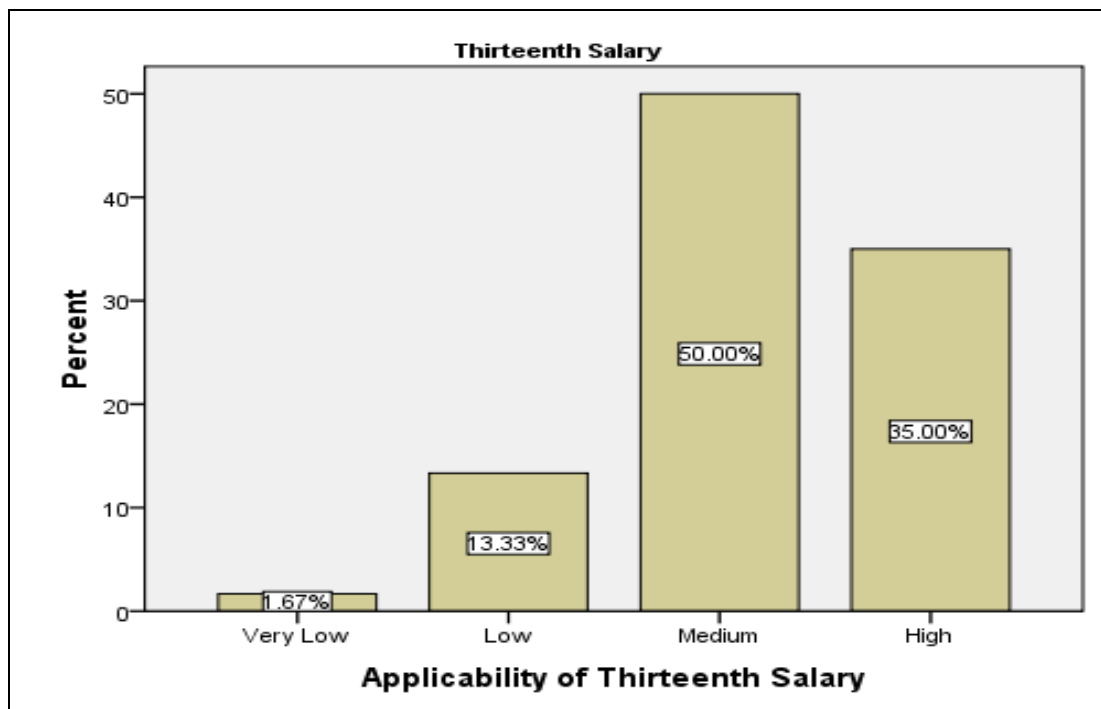
Figure 4. 10 Applicability of Thirteenth Salary

Source: Field Data

The study revealed that the applicability of advanced salary payment to employees in the organization is very low, this shows that this organizational behavior is partial constitute to the organization culture at DAWASCO. Advanced salary payment is the mechanism which helps employees to receive their monthly payment or part of it before time so as to sort some of financial issues. Figure 4.11 shows the applicability of advanced salary.
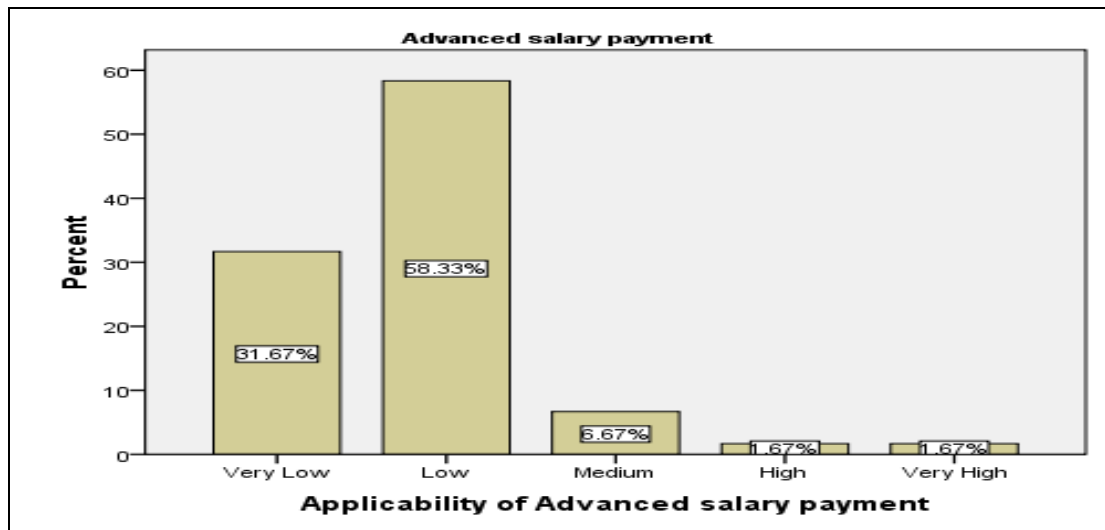
Figure 4. 11 Application of Advanced Salary Payment

Source: Field Data

Provision of monthly rewards after meeting collection targets is the organization behavior that forms the organization culture at DAWASCO. Figure 4.12 shows the applicability monthly rewards after meeting collection targets is a medium. Only some employees under commercial department are subjected to these rewards when they hit monthly target, other departments do not receive these rewards.
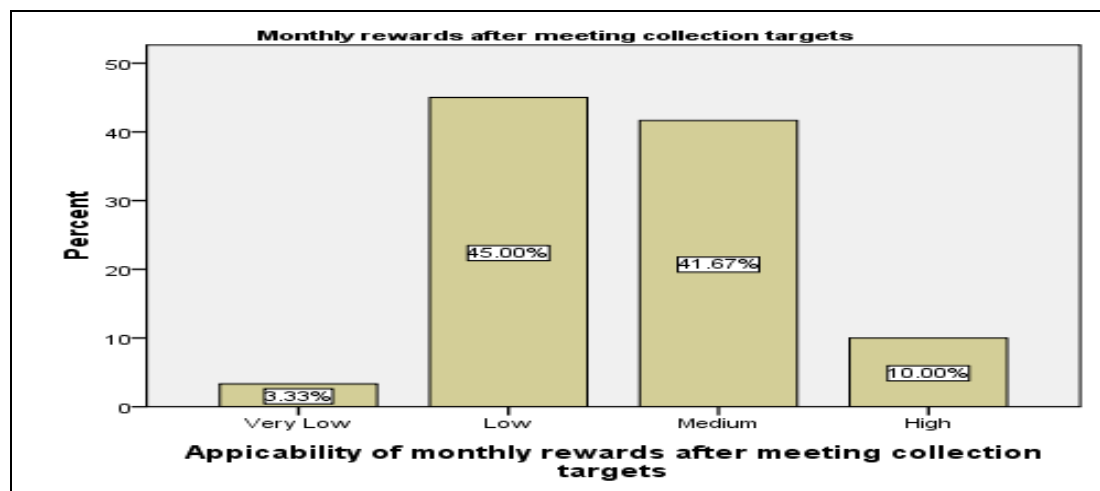
Figure 4. 12 Applicability of Monthly Rewards after Meeting Collection Target

Source: Field Data

The results of the study show that organization social support is very low. All employees need support when they face social issues such as marriage ceremony and funerals. Provision of support in social issues makes the employee feel like the part of the organization. Total of 55% of responded shows the applicability of social support is low. Figure 4.13 shows the applicability of organization social support at DAWASCO.
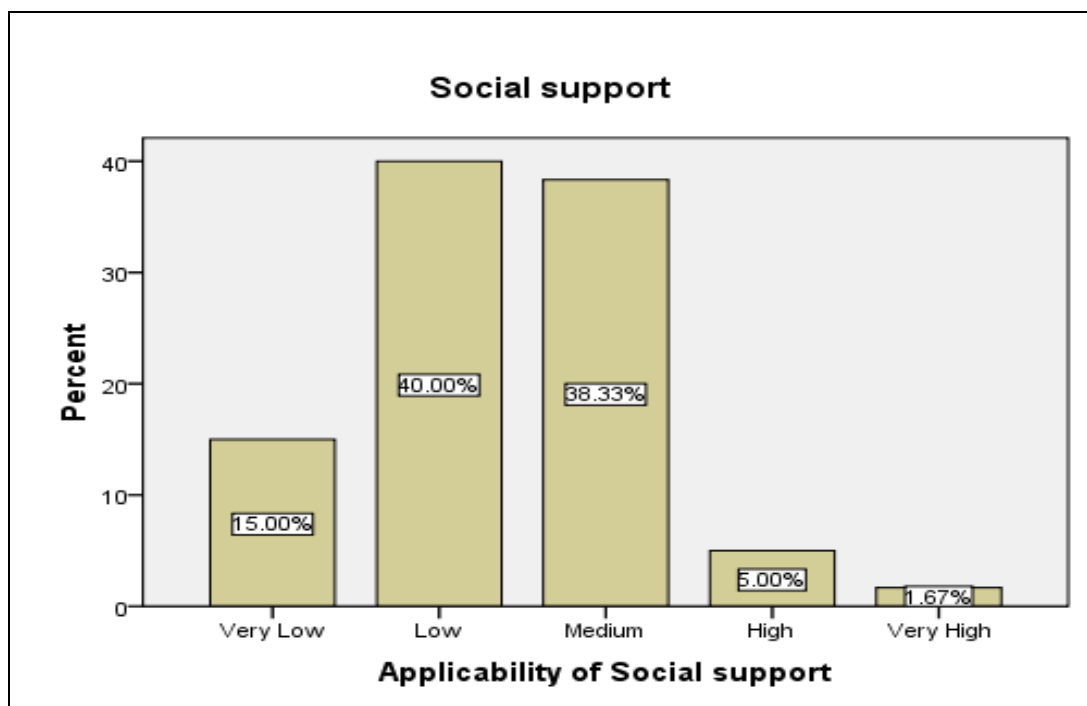
Figure 4. 13 Applicability of Social Support

Source: Field Data

The study exposed that the applicability of employees' trainings and education opportunities is very low, this shows that this organizational behavior is partial constitute to the organization culture at DAWASCO. Figure 4.14 shows all respondents of the study showed low and very low applicability of employees' trainings and education opportunities
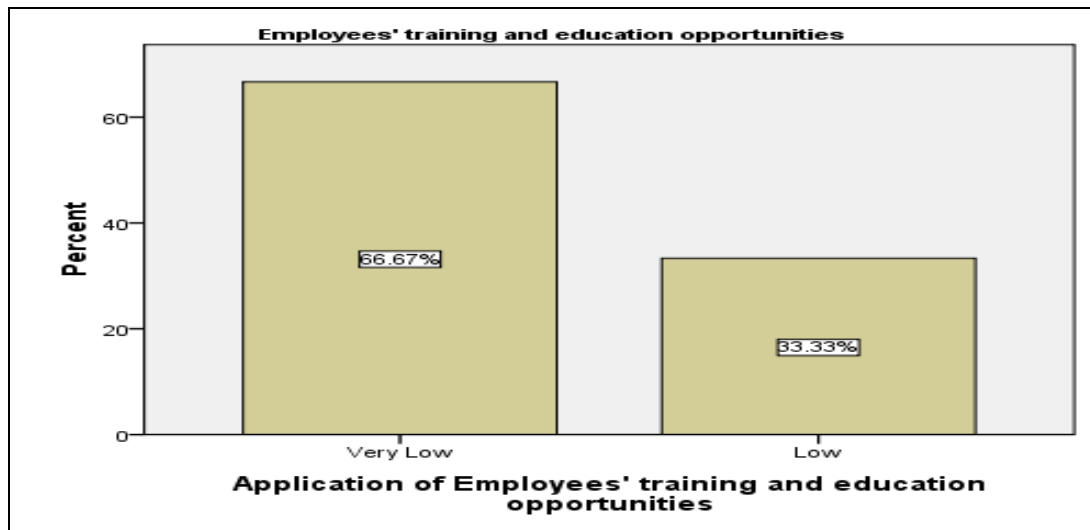
Figure 4. 14 Applicability of Employees' Trainings and Education Opportunities

Source: Field Data

The study showing the provision of organization loans at DAWASCO is very low; this demonstrates that the provision of organization loans is a behavior is partial comprising the organization culture. Figure 4.15 shows all respondents of the study showed low and very low provision of loans to employees.
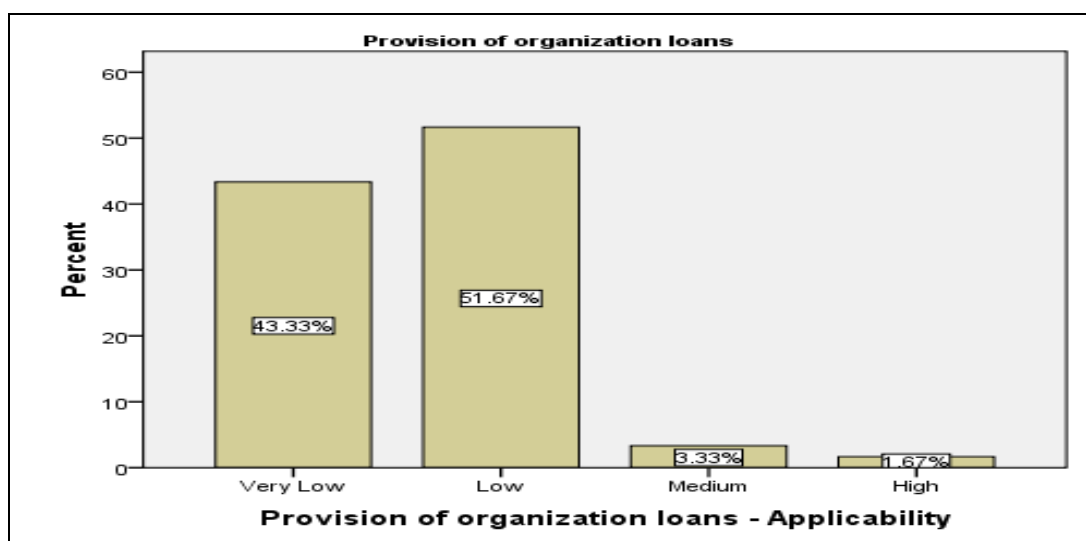
Figure 4. 15 Provision of organization uniforms at DAWASCO

Source: Field Data

Yearly getting together and functions is the organization behavior that forms the organization culture at DAWASCO although its applicability is average. . Figure 4.16 shows the applicability yearly getting together and functions. Organization cerebrates DAWASCO day annually.
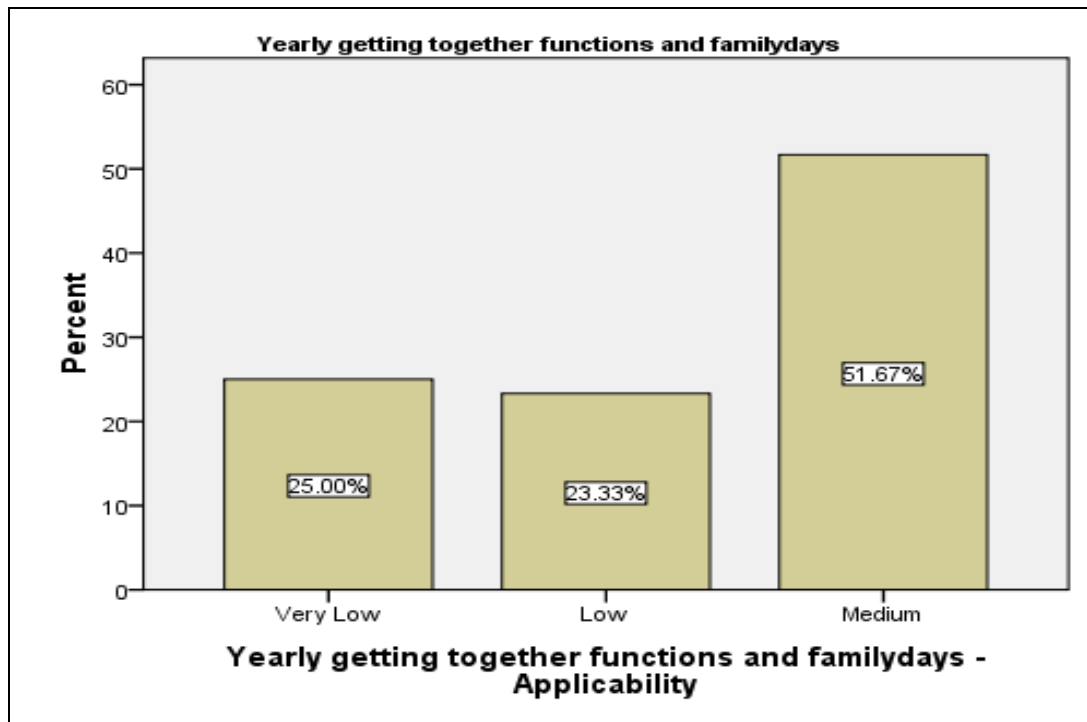
Figure 4. 16 Applicability of Yearly Getting Together Functions at DAWASCO

Source: Field Data

4.4 Employees Perception on Withdrawal Intentions

The results shows the employees perception level on withdrawal intentions to varying depending on sex, age, education, position and time of service (experience to the organization) of respondents. Male found to have relative higher withdrawal perception level compared to female, Male with middle withdrawal intentions were higher than females with middle withdrawal intentions. The figure 4.17 below shows the sex of employees and the perception level on withdrawal intentions.
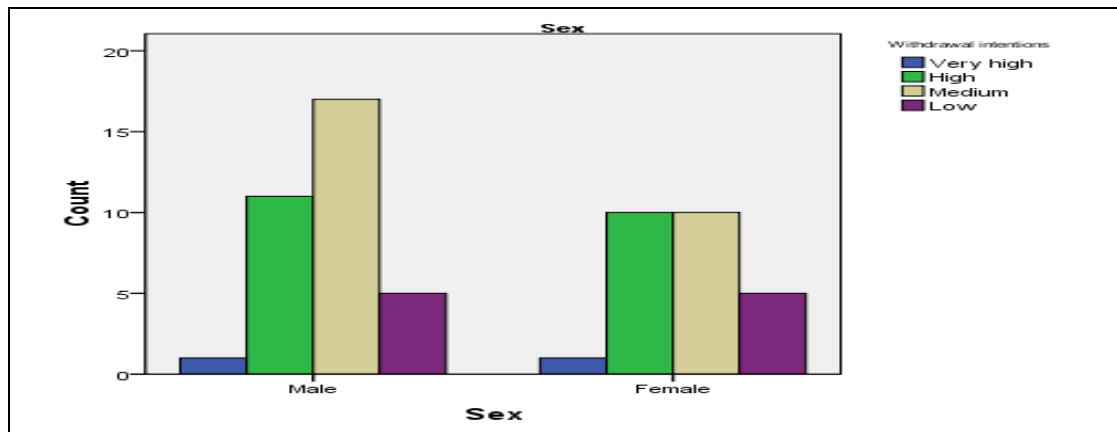
Figure 4. 17 Sex of Employees and Perception Level on Withdrawal Intention

Source: Field Data

Employees found within the age range of 31 to 50 years found to have a higher withdrawal perception level than all other age group.(i.e. below 30 years and above 51 years). Employees aged 30 years and below found to have lowest withdrawal intentions and perception compared to the other age groups. Employees aged 51 and above found to have moderate withdrawal perception level and intentions. The figure 4.18 shows the age categories of employees and the perception level on withdrawal intentions.
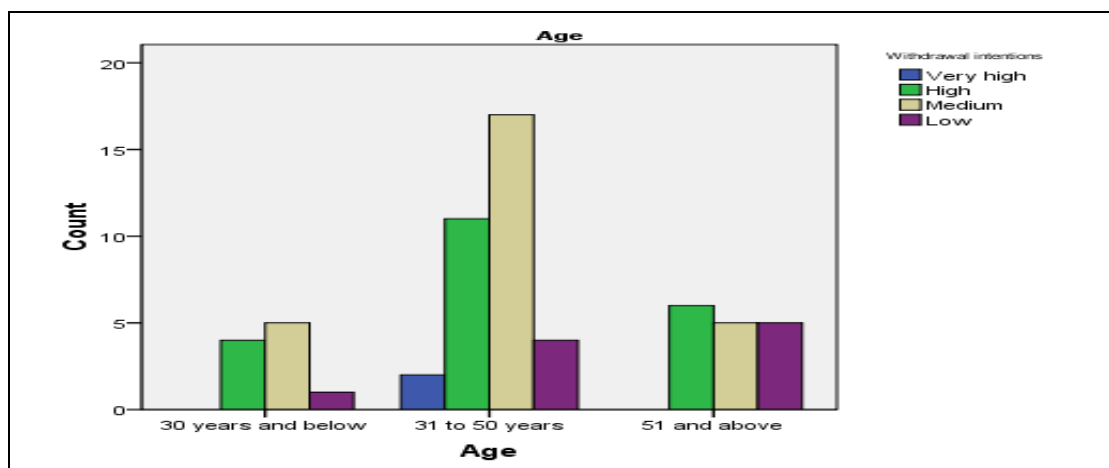
Figure 4. 18 Age of Employees and Withdrawal Intentions

Source: Field Data

Results from the study (Figure 4.19) shows education of employees and the perception level on withdrawal intentions. Post-graduate and graduate employees found to have highest withdrawal perception level and intentions than employees with diploma and other levels of education. Graduate employees found to have relative higher withdrawal intentions to post-graduate employees. Employees with diploma and other education levels displayed very low withdrawal perception and intentions.
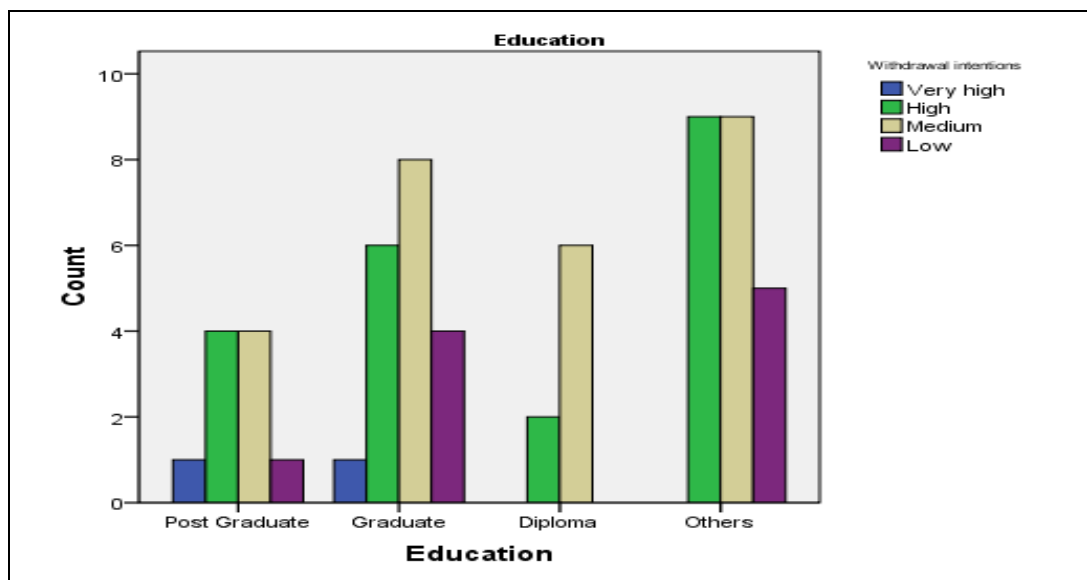
Figure 4. 19 Education of Employees and Withdrawal Intentions

Source: Field Data

Furthermore, the results showed that all employees who stayed in the organization for a period of more than 3 years had higher withdrawal intentions than employees who stayed in the organization for less than 3 years. Those who stayed for 2 to 3 years had relative higher withdrawal intentions than employees who stayed for 1 year and below. The figure 4.20 show eemployees' time of service and the perception level on withdrawal intentions
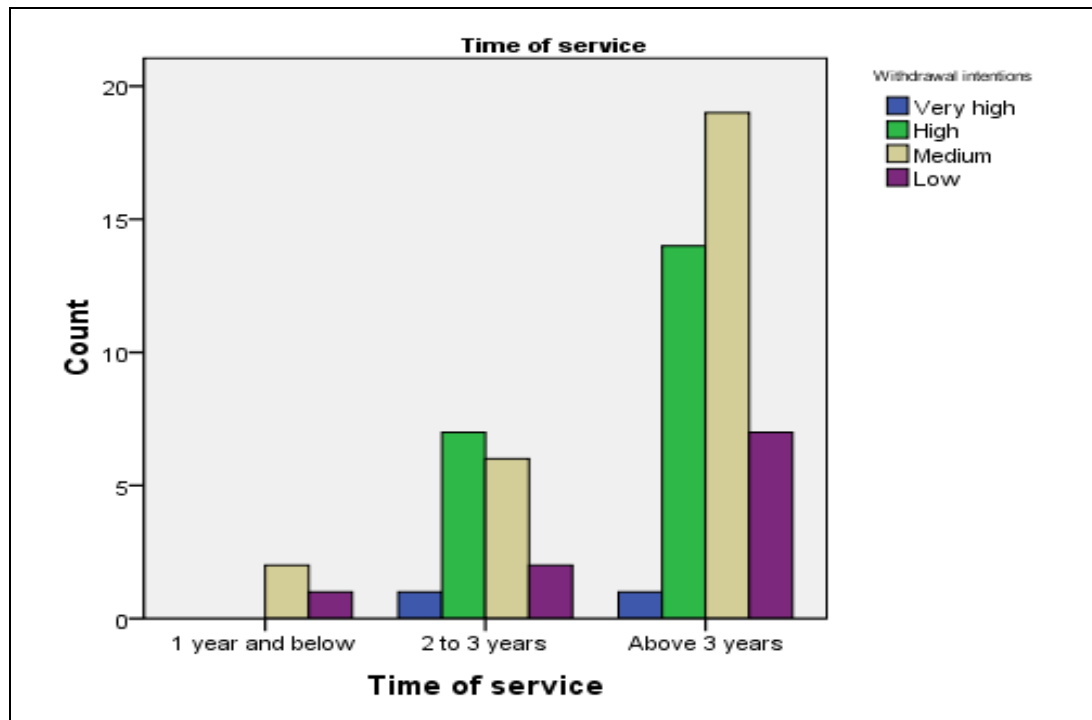
Figure 4. 20 Employees' Time of Service and Withdrawal Intentions

Source: Field Data

4.5. Organisation Culture and Employees' Withdrawal Intentions

Results from the study revealed that some organization culture had impact to employees' withdrawal intentions. The tendency of wearing organization uniforms, the use of clock-in and clock-out system, the use of attendance book, advanced salary payment, employees promotion system, monthly rewards after meeting collection target, social support and yearly getting together had impact on the employees withdrawal intention .

Table 4.1 shows the association of the use of clock-in-clock-out system and employees' absenteeism. The use of clock-in-clock-out system is used to check and manage employee usage of time during office hours.

Table 4.1 The Use of Clock-In-Clock-out System and Absenteeism: Crosstab

			Absenteeism					
			Very Low	**Low**	**Medium**	**High**	**Very High**	**Total**
The use of clock-in-clock-out system	Low	Count	0	0	0	1	0	1
		% within Absenteeism	.0%	.0%	.0%	4.0%	.0%	1.7%
		% of Total	.0%	.0%	.0%	1.7%	.0%	1.7%
	Medium	Count	0	1	11	18	4	34
		% within Absenteeism	.0%	33.3%	50.0%	72.0%	44.4%	56.7%
		% of Total	.0%	1.7%	18.3%	30.0%	6.7%	56.7%
	High	Count	0	2	10	2	5	19
		% within Absenteeism	.0%	66.7%	45.5%	8.0%	55.6%	31.7%
		% of Total	.0%	3.3%	16.7%	3.3%	8.3%	31.7%
	Very High	Count	1	0	1	4	0	6
		% within Absenteeism	100.0%	.0%	4.5%	16.0%	.0%	10.0%
		% of Total	1.7%	.0%	1.7%	6.7%	.0%	10.0%
Total		Count	1	3	22	25	9	60
		% within Absenteeism	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	1.7%	5.0%	36.7%	41.7%	15.0%	100.0%

However, this system is associated with employees' absenteeism at their work places, a behaviour that is an indicator of employees' withdrawal intention. The chi-square test (Table 4.2) of significant degree of association was 0.025.

Table 4.2 Degree of Association Between Clock-In-Clock-Out System and Absenteeism: Chi-Square Tests

	Value	**df**	**Asymp. Sig. (2-sided)**
Pearson Chi-Square	23.398[a]	12	.025
Likelihood Ratio	21.727	12	.041
Linear-by-Linear Association	1.667	1	.197
N of Valid Cases	60		

a. 15 cells (75.0%) have expected count less than 5. The minimum expected count is .02.

The use of attendance book is found to associate with absenteeism, many employees were found to have behaviour of being absent to work. Findings from the study (Table 4.3) show the association of attendance book and absenteeism.

Table 4.3 Attendance Book and Absenteeism: Crosstab

| | | | Absenteeism | | | | | |
			Very Low	Low	Medium	High	Very High	Total
The use of attendance book	Very Low	Count	0	2	5	5	1	13
		% within Absenteeism	.0%	66.7%	22.7%	20.0%	11.1%	21.7%
		% of Total	.0%	3.3%	8.3%	8.3%	1.7%	21.7%
	Low	Count	0	1	4	5	2	12
		% within Absenteeism	.0%	33.3%	18.2%	20.0%	22.2%	20.0%
		% of Total	.0%	1.7%	6.7%	8.3%	3.3%	20.0%
	Medium	Count	0	0	9	11	3	23
		% within Absenteeism	.0%	.0%	40.9%	44.0%	33.3%	38.3%
		% of Total	.0%	.0%	15.0%	18.3%	5.0%	38.3%
	High	Count	0	0	4	4	2	10
		% within Absenteeism	.0%	.0%	18.2%	16.0%	22.2%	16.7%
		% of Total	.0%	.0%	6.7%	6.7%	3.3%	16.7%
	Very High	Count	1	0	0	0	1	2
		% within Absenteeism	100.0%	.0%	.0%	.0%	11.1%	3.3%
		% of Total	1.7%	.0%	.0%	.0%	1.7%	3.3%
Total		Count	1	3	22	25	9	60
		% within Absenteeism	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	1.7%	5.0%	36.7%	41.7%	15.0%	100.0%

Chi-square test of significant degree of association as shown in a table 4.4 was 0.001. The use of attendance books in the office is aimed at insuring the maximum

attendance and utilization of time, employees who are not ready to abide to this rule intends to withdrawal.

Table 4.4 Degree of Association Between Attendance Book and Absenteeism: Chi-Square Tests

	Value	**df**	**Asymp. Sig. (2-sided)**
Pearson Chi-Square	38.095[a]	16	.001
Likelihood Ratio	17.614	16	.347
Linear-by-Linear Association	.502	1	.479
N of Valid Cases	60		

a. 21 cells (84.0%) have expected count less than 5. The minimum expected count is .03.

The study revealed that advanced salary payment associates with employees' absenteeism at the work places; advanced salary is given as given in a mid of the month enable employees to meet their basic requirements. However, the advance salary sometimes act as enabling environment for employees to be absent to their work places. Table 4.5 shows the association of advanced salary payment and absenteeism. The chi-square test of significant degree of association was 0.000 (table 4. 6)

The results of the study also show that advanced salary is associated with employees' inability to meet target, once employees are paid in advance they become lazy to execute their duties and fail to meet their targets. This behaviour is an indicator of employees' withdrawal intention. Table 4.7 shows advanced salary payment and inability to meet target. The table 4.8 shows the chi-square test of significant degree of association.

Table 4.5 Advanced Salary Payments and Absenteeism: Crosstab

			Absenteeism					
			Very Low	Low	Medium	High	Very High	Total
Advanced salary payment	Very Low	Count	0	0	10	4	5	19
		% within Absenteeism	.0%	.0%	45.5%	16.0%	55.6%	31.7%
		% of Total	.0%	.0%	16.7%	6.7%	8.3%	31.7%
	Low	Count	0	2	12	17	4	35
		% within Absenteeism	.0%	66.7%	54.5%	68.0%	44.4%	58.3%
		% of Total	.0%	3.3%	20.0%	28.3%	6.7%	58.3%
	Medium	Count	1	0	0	3	0	4
		% within Absenteeism	100.0%	.0%	.0%	12.0%	.0%	6.7%
		% of Total	1.7%	.0%	.0%	5.0%	.0%	6.7%
	High	Count	0	1	0	0	0	1
		% within Absenteeism	.0%	33.3%	.0%	.0%	.0%	1.7%
		% of Total	.0%	1.7%	.0%	.0%	.0%	1.7%
	Very High	Count	0	0	0	1	0	1
		% within Absenteeism	.0%	.0%	.0%	4.0%	.0%	1.7%
		% of Total	.0%	.0%	.0%	1.7%	.0%	1.7%
Total		Count	1	3	22	25	9	60
		% within Absenteeism	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	1.7%	5.0%	36.7%	41.7%	15.0%	100.0%

Table 4.6 Degree of Association Advanced Salary Payment and Absenteeism: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	44.318[a]	16	.000
Likelihood Ratio	26.035	16	.054
Linear-by-Linear Association	1.256	1	.262
N of Valid Cases	60		

a. 20 cells (80.0%) have expected count less than 5. The minimum expected count is

.02.

Table 4.7 Advanced Salary Payments and Inability To Meet Target: Crosstab

			Inability to Meet Target					
			Very Low	**Low**	**Medium**	**High**	**Very High**	**Total**
Advanced salary payment	Very Low	Count	0	1	5	10	3	19
		% within Inability to meet target	.0%	11.1%	25.0%	45.5%	37.5%	31.7%
		% of Total	.0%	1.7%	8.3%	16.7%	5.0%	31.7%
	Low	Count	0	7	12	12	4	35
		% within Inability to meet target	.0%	77.8%	60.0%	54.5%	50.0%	58.3%
		% of Total	.0%	11.7%	20.0%	20.0%	6.7%	58.3%
	Medium	Count	0	1	3	0	0	4
		% within Inability to meet target	.0%	11.1%	15.0%	.0%	.0%	6.7%
		% of Total	.0%	1.7%	5.0%	.0%	.0%	6.7%
	High	Count	1	0	0	0	0	1
		% within Inability to meet target	100.0%	.0%	.0%	.0%	.0%	1.7%
		% of Total	1.7%	.0%	.0%	.0%	.0%	1.7%
	Very High	Count	0	0	0	0	1	1
		% within Inability to meet target	.0%	.0%	.0%	.0%	12.5%	1.7%
		% of Total	.0%	.0%	.0%	.0%	1.7%	1.7%
Total		Count	1	9	20	22	8	60
		% within Inability to meet target	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	1.7%	15.0%	33.3%	36.7%	13.3%	100.0%

Findings from the study (Table 4.10) show that there is an association between employees' promotion system and inability to meet target. The chi-square test of

significant degree of association was 0.000 (table 4.9). Employees who failed to meet organization target are not considered for promotion hence they showed the intention to quit.

Table 4.8 Degree of Association Between Advanced Salary Payment and Inability to Meet Target: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	74.447[a]	16	.000
Likelihood Ratio	23.750	16	.095
Linear-by-Linear Association	2.828	1	.093
N of Valid Cases	60		

a. 20 cells (80.0%) have expected count less than 5. The minimum expected count is .02.

Table 4.9 Degree of Association Between Promotion and Inability to Meet Target: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	40.177[a]	12	.000
Likelihood Ratio	19.282	12	.082
Linear-by-Linear Association	.000	1	.992
N of Valid Cases	60		

a. 16 cells (80.0%) have expected count less than 5. The minimum expected count is .02.

Table 4.10 Employees Promotion System and Inability To Meet Target: Crosstab

			Inability to meet target					
			Very Low	Low	Medium	High	Very High	Total
Employees' promotion system	Very Low	Count	0	4	15	11	3	33
		% within Inability to meet target	.0%	44.4%	75.0%	50.0%	37.5%	55.0%
		% of Total	.0%	6.7%	25.0%	18.3%	5.0%	55.0%
	Low	Count	0	5	4	11	4	24
		% within Inability to meet target	.0%	55.6%	20.0%	50.0%	50.0%	40.0%
		% of Total	.0%	8.3%	6.7%	18.3%	6.7%	40.0%
	Medium	Count	1	0	0	0	1	2
		% within Inability to meet target	100.0%	.0%	.0%	.0%	12.5%	3.3%
		% of Total	1.7%	.0%	.0%	.0%	1.7%	3.3%
	High	Count	0	0	1	0	0	1
		% within Inability to meet target	.0%	.0%	5.0%	.0%	.0%	1.7%
		% of Total	.0%	.0%	1.7%	.0%	.0%	1.7%
Total		Count	1	9	20	22	8	60
		% within Inability to meet target	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	1.7%	15.0%	33.3%	36.7%	13.3%	100.0%

Table 4.11 Degree of Association Between Promotion and Feeling Unwilling to Work: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	23.871[a]	12	.021
Likelihood Ratio	16.959	12	.151
Linear-by-Linear Association	.818	1	.366
N of Valid Cases	60		

a. 14 cells (70.0%) have expected count less than 5. The minimum expected count is

.03.

Table 4.12 Employees Promotion System and Feeling Unwilling to Work Every

day: Crosstab

			Feeling unwilling to work					
			Very Low	Low	Medium	High	Very High	Total
Employees' promotion system	Very Low	Count	0	11	16	6	0	33
		% within Feeling unwilling to work	.0%	61.1%	66.7%	42.9%	.0%	55.0%
		% of Total	.0%	18.3%	26.7%	10.0%	.0%	55.0%
	Low	Count	1	7	8	6	2	24
		% within Feeling unwilling to work	50.0%	38.9%	33.3%	42.9%	100.0%	40.0%
		% of Total	1.7%	11.7%	13.3%	10.0%	3.3%	40.0%
	Medium	Count	1	0	0	1	0	2
		% within Feeling unwilling to work	50.0%	.0%	.0%	7.1%	.0%	3.3%
		% of Total	1.7%	.0%	.0%	1.7%	.0%	3.3%
	High	Count	0	0	0	1	0	1
		% within Feeling unwilling to work	.0%	.0%	.0%	7.1%	.0%	1.7%
		% of Total	.0%	.0%	.0%	1.7%	.0%	1.7%
Total		Count	2	18	24	14	2	60
		% within Feeling unwilling to work	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	3.3%	30.0%	40.0%	23.3%	3.3%	100.0%

Results in table 4.11 shows the association of employees' promotion system and feelings of unwilling to work. The chi-square test of significant degree of association (table 4.12) was 0.021. The behaviour of unwilling to work every day is an indicator of employees' intention to leave the organization. Those who are feeling that they are not in a position of early promotion tend to feel bored with the system and intend to quit their jobs.

Monthly rewards after meeting collection target had found to have association with absenteeism, a behaviour that is an indicator of employees' withdrawal intention. Table 4.14 shows the association of monthly rewards after meeting collection target and absenteeism. The chi-square test of significant degree of association (table 4.13) was 0.000. Monthly reward is associated with intention to leave the organization for workers who are not working with the department which are not core business of the organization like accountants, and administrators.

Table 4.13 Degree of Association Between Monthly and Absenteeism: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	41.342[a]	12	.000
Likelihood Ratio	19.621	12	.075
Linear-by-Linear Association	2.050	1	.152
N of Valid Cases	60		

a. 16 cells (80.0%) have expected count less than 5. The minimum expected count is .03.

Table 4.14 Monthly Rewards After Meeting Collection Target and Absenteeism:

Crosstab

			Absenteeism					
			Very Low	**Low**	**Medium**	**High**	**Very High**	**Total**
Monthly rewards after meeting target	Very Low	Count	1	0	0	1	0	2
		% within Absenteeism	100.0%	.0%	.0%	4.0%	.0%	3.3%
		% of Total	1.7%	.0%	.0%	1.7%	.0%	3.3%
	Low	Count	0	1	12	9	5	27
		% within Absenteeism	.0%	33.3%	54.5%	36.0%	55.6%	45.0%
		% of Total	.0%	1.7%	20.0%	15.0%	8.3%	45.0%
	Medium	Count	0	2	8	14	1	25
		% within Absenteeism	.0%	66.7%	36.4%	56.0%	11.1%	41.7%
		% of Total	.0%	3.3%	13.3%	23.3%	1.7%	41.7%
	High	Count	0	0	2	1	3	6
		% within Absenteeism	.0%	.0%	9.1%	4.0%	33.3%	10.0%
		% of Total	.0%	.0%	3.3%	1.7%	5.0%	10.0%
Total		Count	1	3	22	25	9	60
		% within Absenteeism	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	1.7%	5.0%	36.7%	41.7%	15.0%	100.0%

Table 4.15 shows the association of monthly rewards after meeting collection target and to feeling unwilling to work every day. The chi-square test of significant degree of association was 0.03. (Table 4.16). Monthly rewards after meeting collection target had found to have association with the feeling unwilling to work every day.

Table 4.15 Monthly Rewards and Unwilling to Work Every Day: Crosstab

			Feeling Unwilling to Work					Total
			Very Low	Low	Medium	High	Very High	
Monthly rewards after meeting target	Very Low	Count	1	2	1	2	2	8
		% within Feeling unwilling to work	50.0%	11.1%	4.2%	14.3%	100.0%	13.3%
		% of Total	1.7%	3.3%	1.7%	3.3%	3.3%	13.3%
	Low	Count	0	6	7	1	0	14
		% within Feeling unwilling to work	.0%	33.3%	29.2%	7.1%	.0%	23.3%
		% of Total	.0%	10.0%	11.7%	1.7%	.0%	23.3%
	Medium	Count	1	5	10	6	0	22
		% within Feeling unwilling to work	50.0%	27.8%	41.7%	42.9%	.0%	36.7%
		% of Total	1.7%	8.3%	16.7%	10.0%	.0%	36.7%
	High	Count	0	1	4	0	0	5
		% within Feeling unwilling to work	.0%	5.6%	16.7%	.0%	.0%	8.3%
		% of Total	.0%	1.7%	6.7%	.0%	.0%	8.3%
	Very High	Count	0	4	2	5	0	11
		% within Feeling unwilling to work	.0%	22.2%	8.3%	35.7%	.0%	18.3%
		% of Total	.0%	6.7%	3.3%	8.3%	.0%	18.3%
Total		Count	2	18	24	14	2	60
		% within Feeling unwilling to work	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	3.3%	30.0%	40.0%	23.3%	3.3%	100.0%

Table 4.16 Degree of Association Between Rewards and Unwilling to Work

Every Day: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	28.192[a]	16	.030
Likelihood Ratio	25.020	16	.069
Linear-by-Linear Association	.042	1	.837
N of Valid Cases	60		

a. 21 cells (84.0%) have expected count less than 5. The minimum expected count is .17.

Table 4.17 Provision of Organization Loans and Arriving at Work Beyond

Required Time: Crosstab

			Arriving at work beyond time				
			Low	Medium	High	Very High	Total
Organization loans	Very Low	Count	3	12	5	6	26
		% within Arriving at work beyond time	42.9%	50.0%	29.4%	54.5%	44.1%
		% of Total	5.1%	20.3%	8.5%	10.2%	44.1%
	Low	Count	2	11	12	5	30
		% within Arriving at work beyond time	28.6%	45.8%	70.6%	45.5%	50.8%
		% of Total	3.4%	18.6%	20.3%	8.5%	50.8%
	Medium	Count	2	0	0	0	2
		% within Arriving at work beyond time	28.6%	.0%	.0%	.0%	3.4%
		% of Total	3.4%	.0%	.0%	.0%	3.4%
	High	Count	0	1	0	0	1
		% within Arriving at work beyond time	.0%	4.2%	.0%	.0%	1.7%
		% of Total	.0%	1.7%	.0%	.0%	1.7%
Total		Count	7	24	17	11	59
		% within Arriving at work beyond time	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	11.9%	40.7%	28.8%	18.6%	100.0%

Organizational loans had found to have association with arriving at work beyond required time, organization loans are given to employees to help them to raise their financial ability but some of the employees seem to use the loans for their own business to the extent that they arrive at work beyond required time. Table 4.17 shows the association between organization loans and arriving at work beyond required time. The table 4.18 shows the chi-square test of significant degree of association.

Table 4.18 Provision of Organization Loans and Arriving at Work Beyond Required Time: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.780	9	.019
Likelihood Ratio	13.868	9	.127
Linear-by-Linear Association	.796	1	.372
N of Valid Cases	59		

a. 11 cells (68.8%) have expected count less than 5. The minimum expected count is .12.

CHAPTER FIVE

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the conclusion and recommendations which this study revealed after the survey, collection of data and analysis and interpretations has been done

5.2 Conclusion

The general objective of this research was to study the impact of organizational culture on employees' withdrawal intentions in public institutions in Tanzania. The specific objectives were to describe the organizational culture at DAWASCO, to examine the employee's perception levels of withdraw intentions and to assess the extent to which selected withdraw intentions are associated with organizational culture. This study has come up with several findings as regards to the relationship between organization culture and employees withdrawal intentions. The following are the findings and conclusion of the study.

5.2.1 Organizational Culture at DAWASCO

The result shows that all selected (i.e. retirement package, wearing organizational uniforms, the use of clock in and clock out system, the use of employee attendance book, 13th salary payment, advanced salary payments, employees promotion system, yearly getting together functions and family days, social support eg, marriage & burial ceremony, employees education & trainings opportunities, provision of organizational loans, monthly rewards after meeting collection target) are applicable

to DAWASCO, although provision of organization loans, employees education and training opportunities, are applicable but not relevant to the organization.

5.2.2 Employee's Perception Levels of Withdraw Intentions

All employees who are graduates and those with postgraduate education showed vey high perception level of withdrawal intention. Among 10 employees holding postgraduate education, only 1 showed low withdrawal perception level, 5 showed medium withdrawal perception level and 4 showed very high withdrawal intentions.

Among 19 employees holding graduate education, only 3 showed low withdrawal perception level, 8 showed medium withdrawal perception level 7 showed high withdrawal perception level and 1 showed very high withdrawal intention perception. This result shows that, well educated employees have a huge withdrawal intention and perception relatively to the employees who are nit well educated.

5.2.3 Organization Culture and Withdraw Intentions

The result shows selected organization culture which associates with employees' withdrawal intentions are organization uniforms, the use of clock-in and clock-out system, attendance book, advanced salary payment, employees' promotion system, provision of monthly rewards after meeting collection target, organizational social support, and provision of organization loans. All these showed the significant association with the employees' withdrawal intentions of which the Chi-square tests the significance association of below 0.05.

5.3 Recommendations

The study recommends that, DAWASCO and other public organizations in Tanzania should try to emphasize the behaviours that constitute consensus organization culture and developmental organization culture so as to lower employee's withdrawal intentions. This is because many employees found to be satisfied with consensus culture and developmental culture rather than hierarchal organization culture.

All public institutions including DAWASCO should try to exercise executive and satisfactory compensation to the employees who are well educated. This is due to the fact that many employees who are well educated showed relative high withdrawal intention level and perception as compared to the employees with lower education level.

Public institutions in Tanzania should review their employees' promotion system because many employees developed the intention to leave their organizations because of the poor promotions system and strategies. The promotion should not display bias, favouritism, or punishment to the employees

Public organizations should put emphasize on strategically trainings. This should be done after the conduction of training needs assessment to the employees and education opportunities to employees. This will motivates employees to retain to the job and lowers withdrawal intentions.

Public organization should put emphasize or supervisory support to the young career employees, this should be done especially for those who are new to the organization

and those fresher's from school which most of them fall under the1 and below time of service to the company.

Organization should also put emphasize on employees social support behavior, this creates a feeling that employee is a part of the organization and whatever is concern to him or her is concern to the organization and co workers. This will help much on lowering employee's withdrawal intentions.

5.4 Recommendations for Further Studies

This study recommends further studies to be conducted and explore the relationship between organization culture and employees' withdrawal intentions, many organization cultures should be tested against all employees' withdrawal behaviors. Other researchers should also explore the relationship of organization culture and employees commitment.

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APPENDIX I: Questionnaires

I am a student at The Open University of Tanzania (OUT) pursuing a Masters Degree in Business Administration (MBA). The purpose of this questionnaire is to collect data concerning my research study. Your contribution is highly valuable in making the study successful. Assurance is given that your personal information will be handled confidentially.

1. The following table shows the demographic characteristics. Please cycle or tick to the appropriate number to you. For example, **(1)** Male

	Sex		Age (years)		Education		Position		Time of service at Dawasco
1	Male	1	≤ 30	1	Post Graduate	1	Management	1	< 1 years
2	Female	**2**	31 - 50	**2**	Graduate	**2**	Commercial	**2**	2 – 3 years
		3	> 51	**3**	Diploma	**3**	Accountant	**3**	> 3 years
				4	Others	**4**	Operation		

2. The table below shows the various behaviours which form the organization culture, how do you evaluate these behaviours at Dawasco, its applicability, relevance and the way they influence your retention at work?   (Please tick in the appropriate box)

Key: 1.Very low   2. Low   3. Moderate   4. High   5. Very high

		Applicability					Relevance					Feeling to retaining				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
1	Retirement package(50 Iron sheet & 2/= Million)															
2	Wearing organizational uniforms															
3	The use of clock in and clock out system															
4	The use of employee attendance book															
5	13th Salary payment															
6	Advanced salary payments															
7	Employees promotion system															
8	Monthly rewards after meeting collection target															
9	Social support eg, marriage & burial ceremony															
10	Employees education & trainings opportunities															
11	Provision of organizational loans															
12	Yearly getting together functions / Family days															

3. How do you experience the applicability of the following behaviours at work?

	Withdrawal Indicators	Very low	Low	Medium	High	Very High
		1	**2**	**3**	**4**	**5**
1	Feeling tired with the job responsibilities					
2	Feeling work boredom					
3	Feeling unwilling to work every day					
4	Departing from work before required time					
5	Arriving at work beyond required time					
6	Passive compliance					
7	Absenteeism					
8	Inability to meet target					

Thank you very much for your intensive cooperation