

CORPORATE CULTURE AND EMPLOYEE RETENTION IN SELECTED FOOD AND BEVERAGES COMPANIES IN ADO ODO OTA L.G.A OF OGUN STATE

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Abstract

This study examined the relationship between corporate culture and employee retention using food and beverage companies in Ado-Odo-Ota L.G.A of Ogun State. The three selected companies used were Nigeria Distilleries Limited, Intercontinental Distilleries Limited and Nigeria Breweries. This study used a survey research design. The random sampling was used in this investigation to gather data. The sample frame of the employees in the selected food and beverages company population were drawn using Taro Yamane formula 203 copies of the questionnaire were administered of which 200 of them analysable which provided the basis for data presentation. Data collected were analysed using both descriptive and inferential statistics chi-square test at $p > 0.05$. The study through means score and standard deviation as well as regression analysis found out that there is a significant relationship between teamwork between corporate culture and employee retention in selected food and beverages companies in Ado Odo Ota L.G.A of Ogun state, Nigeria, (corporate culture mean = 52.4620; standard deviation = 7.84089; teamwork behaviour mean = 118.3266; standard deviation = 21.70366). The result also revealed that Communication is significant and contributed to employee job retention. Communication ($B = .132$; $t = 3.941$; $p < .05$). Reward and recognition also determine Employee job retention ($F_{2,1144} = 69.201$; $p < .05$) and Training and development also contributed to employee retention in selected food and beverages companies in Ado Odo Ota L.G.A of Ogun state, Nigeria (Beta = .122; $t = 3.701$; $p < 0.05$). The study concluded that corporate culture has a significant and positive influence on employee retention and recommended that organisational structure, i.e. a Matrix structure, be reviewed to allow for a more flexible and less bureaucratic culture. Also, rules and processes should be adaptable enough to allow for employee input and creativity. More crucially, among other things, corporations may actively promote engagement in particular elements of their responsibilities.

Keywords: Communication, Corporate culture, Employee retention, Recognition, Teamwork, Training

1. INTRODUCTION

Corporate culture refers to the system of shared assumptions, values, work behaviour, and beliefs that teach employees what is suitable and wrong behaviour (Flynn & Chatman, 2018). It is an effective mechanism for the healthy control of employee behaviour. Culture is a more powerful and effective way to control and manage employee behaviour than corporate rules and regulations. A company's culture may be one of its most valuable assets or its largest burden. Peters and Waterman (2020) argued that one of the salient points of highly successful organizations that are culturally advanced and highly capable is strong corporate culture.

Corporate culture is a powerful tool to control corporate behaviour and promote a specific pattern of behaviour among employees. The crucial feature of corporate culture is to embrace the values and ways of doing things that define the behaviour of employees in any organization. Corporate culture plays a major role in encouraging staff to achieve corporate goals. According to Flynn and Chatman (2018), corporate culture functions as a social control system that impacts workers' attitudes and behaviour via the values and beliefs that exist inside a business.

Employee retention is a very critical issue these days. The cost of losing talented experienced and skilled workers is much higher than the cost of hiring new ones. As such, the organisations deems it critical to retain their best talent. Retaining employees on their job is an arduous task for most companies as many problems have been identified as causes of poor employee retention over the years these include; the fear of rationalisation, retrenchment or retirement; lack of rich collection of up-to-date books, lack of functional working laboratories, lack of bustling seminars, lack of research grants, excessive workload, a lack of influence in decision-making, a desire for new challenges, a lack of autonomy, a low wage, and other factors such as these (Metcalf et al, 2013; Strebler et al, 2016; Ologunde et al, 2018).

In Nigeria, especially in Lagos State and Ogun State, there is an evolving competitive atmosphere among companies and the number of companies keeps increasing. As a result of this, the problem of corporate culture and employee retention, therefore, posed a challenge to company management. Most of the industries and companies in Nigeria are confronted with vested challenges: power shortage, an increase in the number of people looking for a job in the limited companies with no corresponding increase in both human and material resources, incessant workers' strikes, inadequate facilities, in-conducive working environment. The corporate culture adopted by most companies in form of casualization of Labour, employment of unqualified workers, the problem of untimely payment of wages and salaries, promotion delay and non-payment of benefits and other welfare packages these developments have generated a myriad of issues among workers in the industrial sector which invariably had an effect on the productivity of workers (Osei-Owusu, 2016). These varying Corporate cultures adopted by different companies had an implication on employee retention.

The need for this study is also brought about by the fact that the employee's job is that which is controlled by its ethics, rules and regulations which the private service ethos and culture may not be allowed to suffice. Despite the profusion of studies on organisational culture over the last few decades, there is no widely accepted causal relationship between company culture and employee work behaviour. So far, empirical data from various studies on the effect of company culture on work behaviour have shown varying, inconclusive, or contradictory findings (Ojo, 2020). In light of these inconsistent findings, the topic of whether organisational culture promotes or worsens organisation work behaviour warrants more investigation, such as the one proposed in this study. Furthermore, relatively little attention has been paid to emerging nations such as Nigeria, implying that the influence of corporate culture on employee work behaviour has received little study attention. Hence, this study aims to address a significant geographical gap in the literature available on cooperate culture and employee retention focusing on developing nations, by analysing and giving more empirical data on the impact of corporate culture on employee retention in chosen companies in Ado-Odo-Ota L.G.A of Ogun State.

The study is limited to food and beverages companies in Ogun State comprising of Nigeria Distilleries Limited (NDL), Intercontinental Distilleries Limited (IDL) and Nigeria Brewery (NB). The choice of Ogun State for the study was because Ogun State had the most number of food and beverages companies in Nigeria.

2.0 LITERATURE REVIEW

2.1 The Concept of Corporate Culture

The term "culture" comes from the Latin word "colere," which means "to tend to the ground and flourish, or cultivation and nurturing" (Zimmermann, 2017). Culture is often defined as a group of people's way of life, which includes their actions, beliefs, conventions, thinking patterns, feelings, modes of reacting, clothes, eating patterns, and greeting etiquette, among other things. It also refers to the growing body of information, experience, predispositions, meanings, hierarchies, religion, society, roles, and geographical relationships (Irfan, 2016). Culture is viewed as a broad notion since it is often partly shared among people who live in the same social geographical area or region and acquire it via contact (Hofstede & Mooij, 2010).

According to existing research, the benefits of corporate culture may appear in a variety of ways. Other advantages of corporate culture include determining how employees should interact with one another in the workplace and creating a healthy sense of affiliation and competitiveness. An entity's culture consists of essential pre-established concepts that guide its employees and create a feeling of direction in the workplace while also promoting a positive brand image. Furthermore, an organization's culture brings all employees together as social members on the same stage, despite their diverse origins (Nigussie, 2018, Tongo, et al 2023).

2.2 Concept of Employee Retention

Employee retention began to become more common in the 1970s and early 1980s, according to Mckeown (2017), since most employees joined organisations and stayed for

a long time, frequently for the rest of their at-work lives. However, as work mobility and voluntary job transfers grew more widespread, firms confronted the problem of employee turnover, necessitating the creation of an employee retention management tool.

Employee retention is a tactic, strategy, or set of decision-making behaviours used by a corporation to maintain talented people (Gberevbie, 2017). Employee retention, in other terms, refers to the many policies and procedures that allow workers to stay with a company for a longer length of time. Every employer devotes time and resources to onboarding new employees, preparing them for corporate life and bringing them up to speed with the rest of the team (Gberevbie, 2017; Lanre-Babalola et al, 2023). The organisation suffers a loss when people quit their jobs after completing their training. Employee retention is the process of ensuring that a worker stays with a firm for as long as feasible. As a result, a new definition of retention emerges the capacity to maintain the people you desire for a longer period of time than your rivals (Madiha et al, 2018).

2.3 Empirical Review

Prior research on corporate culture and employee performance in different circumstances is summarised in this section. The benefits of corporate culture, according to existing data, might present themselves in a variety of ways. A strong culture is beneficial to a company, according to Ojo (2017), since it provides three essential advantages to the organisation: corporate culture is a deeply entrenched kind of social influence that influences employee choices and behaviour. Second, corporate culture is the social glue that binds people together and helps them feel included in the company's experiences. This social cohesion agent is beneficial since it makes it easier for businesses to hire and retain top staff. Third, since workers share mental models of reality, corporate culture aids employees in grasping business events. It also helps employees to engage more effectively, resulting in improved levels of cooperation with one another (McShane & Glinow, 2015).

According to Matthew (2019), formalisation, hierarchical levels, horizontal consolidation phases, authority concentration, and interaction styles are all part of the organisational structure. It all comes down to assigning and carrying out authority and responsibilities. That is the organisation and assignment of tasks and responsibilities among the employees of a corporation. An organisational chart, also known as an organogram, is often used to show such a system. A plan or strategy for exhibiting corporate knowledge, competencies, leadership, and functional links and combinations is also known as organisational structure (Rehman & Abdulrahman, 2015).

The basis for coordination is organisational structure, which includes degrees of hierarchy and control spans, duties, roles, and ways for absorbing and resolving concerns. It includes ways for constraining and restricting the ability of personnel to perform effectively by limiting positions and controlling resources, as well as internal differentiation and description of links (Matthew 2019).

All businesses must have their own unique structures in order to improve the effectiveness and efficiency of their operations. Employee hierarchy and responsibilities are shown in the organisational structure. It refers to an entity's accepted behaviour as well as the ideas it promotes. Organizational structures, according to Rehman and Abdulrahman (2015),

include divisional structures, bureaucratic structures, matrix structures, and functional structures. A well-defined and codified organisational structure clarifies and describes the flow of power and responsibilities among people, acting as a flowchart that enhances employee and organisational performance (Minkov, 2018).

Shabbir (2017) looked at "organisational structure and employee performance: An analysis of Nigerian brewing enterprises." This indicated that the organisational structure of Nigerian brewing companies influenced employee performance significantly. Brewing companies should prioritise the construction of appropriate structures that correspond with all organisational units and component elements, according to the report, in order to increase employee performance.

According to Saad and Abbas (2018), managing collaboration is critical to building a successful organisational structure in which each employee can match their expertise to the job they are expected to do. As a consequence, every employee may get rapid praise for their efforts and achievements. As a result, collaboration is critical for improving individual and group learning, which has an influence on organisational performance.

Members of high-performing companies look for new and better methods to continually surpass client expectations. Employees prefer work environments that maximise their capacity to be distinctive, intellectual, resourceful, self-reliant, and involved with colleagues, according to Hazana, Shamsuddin, and Wahab's research (2019). Their research was carried out as part of a non-governmental organisation. Obtaining achievable and urgent goals, especially monetary and market-oriented ones, suggests a competitive culture, according to Hazana et al, (2019). The company's whole existence is based on an intense competitive drive and a profit-maximizing mentality. The relationship between workers and the company under a market-driven culture is based on a contract. Any refunds are the responsibility of the employees. A competitive culture emphasises themes such as pushing objectives, competitive advantage, market domination, and profitability.

A strong corporate culture may make employees feel valued and important, motivating them to work together to achieve the company's objectives. As a result, a problem in one department or team of employees might jeopardise the organization's total capacity to achieve its strategic objectives (Bonett & Wright, 2015). This emphasises how strategic goal orientation is becoming more important in boosting employee and overall organisational performance.

According to Amin (2017), an employee's long-term commitment to a company is substituted by the company's ongoing focus on the employee. Employees often feel that their efforts will be rewarded with higher pay, promotions, and other kinds of acknowledgement. As a consequence, workers are held accountable to the firm for their actions throughout their employment. Nigussie (2018) discovered that the firm's purpose or strategic aim did not predict employee performance in recent research on organisational culture and employee perceived performance.

3.0 METHODOLOGY

Using a descriptive survey research design, the study was conducted in randomly selected food and beverages companies in Ado Odo Local Government Area Ota Ogun State. Three food and beverages companies were used for the study which are Nigeria Distilleries Limited, Intercontinental Distilleries Limited and Nigeria breweries. As such, the population of this study comprised all the workers; Managers, Senior Staff, and Junior Staff of the Three selected foods and beverages Companies in Ado Odo Ota L.G.A of Ogun state, Nigeria. There are 43 Managers and Senior Staff 88 and 114 Junior Staff in the three selected Food and beverages Company in Ado-Odo Ota L.G.A of Ogun, making a total of 245 population was used for the study upon which sample size was drawn. This breakdown is show in Table 3.1 below:

Table 1: Population of Each Category of Staff from the Selected Companies

S/N	Name of the Companies	Managers	Senior Staff	Junior Staff	Total
1	Nigeria Distilleries Limited	10	22	35	67
2	Intercontinental Distilleries Ltd	13	29	39	81
3	Nigeria Brewries	20	37	40	97
	Total	43	88	114	245

Source: *Companies Website (2022)*

The sample size of the employees in the selected food and beverages company population were drawn using the Taro Yamane formula. This Taro Yamane formular is given as: $ss = N/1 + N(e)^2$

Where: ss = sample size; N = Population; e^2 = Coefficient interval

With the aid of Taro Yamane's sample size calculation formulae each, of the three companies' sample sizes were calculated one by one, this sample size provided the basis for the number of the questionnaire to be administered in each of the companies.

1. Inter'l Distilleries Limited Company Staff Population = 77

$$ss = 95/1 + 95 (0.05)^2$$

$$ss = 76.76$$

Sample Size (ss) = approximately 77

2. Nigeria Distilleries Limited Staff Population = 72 (Taro Yamane Formulae)

$$ss = 72/1 + 72(0.05)^2$$

$$ss = 61.02$$

Sample Size (ss) = approximately 61

3. NB Company Staff Population =78

for the purpose of determining sample size of Nigeria Breweries Staff Population, population = 78 which was the total number of workers in NB Company Staff Population = 78 (Managers, Senior and Junior staff among others)

$$ss = 78/1+70(0.05)^2$$

$$ss = 65.27$$

Sample Size (ss) = approximately 65

After the calculation through the Taro Yamane method, it was determined that 203 copies of the questionnaire were administered in the three companies; the breakdown of the questionnaire distribution by the company according to the Taro Yamane Formular shows that 77 copies of the questionnaire were administered out of the 95 staff of International Distilleries Limited company, also 61 copies of questionnaire were administered out of the 72 staff of Nigeria Distilleries Limited company and finally, 65 copies of questionnaire were administered out of the 78 staff of Nigeria Breweries. As summary of the sample allocation is shown in Table 2 below:

Table 2: Sample Allocation of number of staff in the three selected food and beverages companies in Ado Odo Ota

S/N	Name of Companies	Population	Sample Size
1	International Distilleries Limited	95	77
2	Nigeria Distilleries Limited	72	61
3	Nigeria Breweries	78	65
Total		245	203

Source: Author's Calculation usin information in Companies Website (2022)

The Research Instrument used to collect primary data for this study was a well structured questionnaire. Closed-ended questions were employed because they reduce the chance of misunderstanding and make tabulation simpler. The five-point Likert scale was used to scale the questions. This is due to the fact that the Likert scale is more encompassing and allows for varying degrees of taking or not taking from the responses. The questions were organised in accordance with the study's goals and other pertinent questions.

Before the actual data collection, the piloting of the questionnaire was administered among nine employees of the selected staff of a food and beverages company who will not participate in the actual study. Cronbach's test was used to test for reliability. The information gathered was evaluated using descriptive statistics. To test the hypothesis made at the 0.05 level of significance, the data received from the administered questionnaires were coded and analysed using a frequency distribution table of percentages, tables, and regression tool, as well as Pearson's correlation. The usage of Statistical Package for Social Sciences (SPSS) software facilitated the analysis.

4. RESULT AND DISCUSSION

In this section, the result of the data gathered were analyzed and interpreted below.

Table 3: Distribution of Questionnaire Administered

	Number of Questionnaires	Percentage of Distribution
Administered	203	100.0
Retrieved	200	98.5
Total	203	100

Source: Author's Field Survey, 2022

Table 3 show the distribution of the administered questionnaire for the study. A total of 203 questionnaires were administered and of which 200 were correctly filled and analysed. This implies that 98.5% of the administered questionnaire was used to make inferences on the relationship between corporate culture and retention.

Table 4: Bio Data of Redpondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	154	77.0	77.0	77.0
	Female	46	23.0	23.0	100.0
	Total	200	100.0	100.0	
Age	25 – 34yrs	76	38.0	38.0	38.0
	35-44yrs	85	42.5	42.5	80.5
	45 - 54yrs	30	15.0	15.0	95.5
	55 – 64	09	4.5	4.5	100.0
	Total	200	100.0	100.0	
Educational Qualification	Secondary School	16	8.0	8.0	8.0
	OND/NCE	45	22.5	22.5	30.5
	HND/B.Sc.	118	59.0	59.0	89.5
	M.Sc/MBA	37	18.5	18.5	98.0
	Ph.D	4	2.0	2.0	100.0
	Total	200	100.0	100.0	
Year of Engagement in the Company	0-5yrs	12	6.0	6.0	6.0
	6-10yrs	35	17.5	17.5	23.5
	11-15yrs	53	26.5	26.5	50.0
	16-20yrs	88	44.0	44.0	96.0
	Above 20 yrs	12	6.0	6.0	100.0
	Total	200	100.0	100.0	

Source: Author's Field Survey, 2022

Table 4 show a summary of the bio data of the respondents. From the Table 154 (77%) of the respondents were male and 46 (23%) of the company staff were female. This shows that the constitution of workers in the selected companies was male sensitive. As regards the respondents age, 85(42.5%) of them were in the age bracket of 35-44yrs, 76(38.0%) of the workers fall in-between the age categories of 25-34yrs whereas 30(15.0%) of them were

in age categories of 45-54yrs and the remaining 09(4.5%) were in the age bracket of 55-64yrs. An indication that shows that company and factory work, especially in the production section, requires an active population that depicts the dominance of the sampled workers with an active population of age 25-34 yrs and 35-44yrs.

Table 4 also shows the educational qualification of the sampled companies' workers in which 118(59.0%) of them claimed to have HND/B.Sc. certificate in their respective field, 45(22.5%) of the workers claimed to have NCE/OND certificates. whereas 37(18.5%) of them had master's degree certificates and 08(16.0%) of them had secondary school certificates while the remaining 04(2.0%) do have PhD certificates. An indication that shows that company and factory workers are well literate enough to provide sufficient answers to the question raised by their virtue of education.

Finally, Table 4 shows the year of engagement of the sampled companies' workers in their respective companies in which 88(44.0%) of them claimed to have been working in their company for the period of 16-20yrs, 53(26.5%) of them claimed to have been working in their company for the period of 11-15yrs, also 35(17.5%) of the workers claimed to have been working for the period of 6-10yrs whereas 12(6.0%) of them had been working for a period of 5 years or less and above 20 years respectively in their companies. An indication that shows that most of these companies and factory workers have enough experience in corporate culture and staff retention in their companies as they have been working for so long in their companies.

Answer to Research Questions

Research Question 1 *To what extent does teamwork affect corporate culture and employee retention on job effectiveness of the employees in selected food and beverages companies in Ado Odo Ota Local Government Area of Ogun State, Nigeria?*

To answer this research question, Table 5 presents the frequency count and the percentage distribution of the responses.

Table 5: The extent to which teamwork affects corporate culture and employee retention on job effectiveness of employee

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	14	7.0	7.0	7.0
Disagree	25	12.5	12.5	19.5
Undecided	36	18.0	18.0	37.5
Agree	100	50.0	50.0	87.5
Strongly Agree	25	12.5	12.5	100.00
Total	200	100.00	100.00	

Source: Author's Field survey, 2022

Table 5 revealed the self-rating of teamwork behaviour, and how it affects corporate culture and employee job retention among workers of food and beverages company in Ado-Odo

Ota Local Government Area of Ogun State. 100 respondents corresponding to 50.0 percent agreed with the statement that teamwork had an effect on corporate culture and employee retention; those respondents that are strongly agreed with the assertion was 25 corresponding to 12.5 percent; while those respondents that disagree was also 25 corresponding to 12.5 percent and 36 respondents corresponding to 18.0 percent were undecided. This further confirmed that teamwork behaviour affect corporate culture and employee job retention among workers of food and beverages company in Ado-Odo Ota Local Government Area of Ogun State.

Research Question 2: *To what extent does communication affect employee retention in selected food and beverage companies in Ado Odo Ota Local Government Area of Ogun State, Nigeria?*

To answer this research question, Table 6 presents the frequency count and the percentage distribution of the responses of respondents.

Table 6: Communication effect on employee retention in selected food and beverage companies Ado Odo Ota Local Government Area of Ogun State

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	14	7.0	7.0	7.0
Disagree	28	14.0	14.0	21.0
Undecided	42	21.0	21.0	42.0
Agree	88	44.0	44.0	86.0
Strongly Agree	28	14.0	14.0	100.00
Total	200	100.00	100.00	

Source: Author's Field survey, 2022

Table 6 revealed self-rating of the influence of Communication on employee job retention among workers of food and beverages company in Ado-Odo Ota Local Government Area of Ogun State. 88 respondents corresponding to 44.0 percent agreed with the statement that Communication had an effect on employee retention; agree with the assertion 28 corresponding to 14.0 percent strongly agree to that; while 42 accounted for 21.0 percent were undecided about the assertion. Also, 28 corresponding to 14.0 percent of respondents disagreed with it while 14 corresponding to 7.0 percent of the respondents were strongly disagreed with the assertion. This further confirmed that communication had an effect on employee job retention among workers of food and beverages companies in Ado-Odo Ota Local Government Area of Ogun State.

Research Question 3: *To what extent does the level of reward and recognition affect employee retention in selected food and beverages companies in Ado Odo Local Government Area of Ogun State, Nigeria?*

To answer this research question, Table 7 presents the frequency count and the percentage distribution of the responses of respondents.

Table 7: Reward and recognition affect employee retention in selected food and beverages companies in Ado Odo Ota Local Government Area of Ogun State, Nigeria

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	10.0	10.0	10.0
Disagree	10	5.0	5.0	11.0
Undecided	15	7.5	7.5	18.5
Agree	110	55.0	55.0	73.5
Strongly Agree	63	31.0	31.0	100.00
Total	200	100.00	100.00	

Source: Author's Field survey, 2022

Table 7 revealed self-rating of the influence of Reward and recognition on employee retention among workers of food and beverages companies in Ado-odo ota Local Government Area of Ogun state. 110 respondents corresponding to 55.0 percent agreed to the statement that Reward and recognition had effect on employee retention; agree to the assertion so also, 63 respondents corresponding to 31.0 percent strongly agree to the assertion; while 10 respondents that accounted to 5.0 percent disagree to the assertion. Also 28 corresponding to 14.0 percent of the respondents disagreed while 2 respondents corresponding to 7.0 percent of the respondents were strongly disagreed to the assertion. This further confirmed that Reward and recognition had effect on employee job retention among workers of food and beverages company in Ado-odo ota Local Government Area of Ogun state.

Research Question 4: *To what extent does training and development affect employee retention in selected food and beverages companies in Ado Odo Local Government Area of Ogun State, Nigeria?*

To answer this research question, Table 8 presents the frequency count and the percentage distribution of the responses of respondents.

Table 8: Training and development affect employee retention in selected food and beverages companies in Ado Odo Ota Local Government Area of Ogun State

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	14	7.0	7.0	7.0
Disagree	31	15.5	15.5	22.5
Undecided	29	14.5	14.5	37.0
Agree	100	50.0	50.0	37.0
Strongly Agree	26	13.0	13.0	100.00
Total	200	100.00	100.00	

Source: Author's Field Survey, 2022

Table 8 revealed data on how training and development affect employee retention in selected food and beverages companies in Ado Odo ota Local Government Area of Ogun

State. Those who agreed to training and development affect employee retention in selected food and beverages companies was 100 corresponding to 50.0 percent; 26 respondents corresponding to 13.0 percent strongly agreed to the assertion; 31 respondents corresponding to 15.5 percent disagree to the assertion while undecided was 29 corresponding to 14.5 percent while those that respondents that were strongly disagree to the assertion were 14 corresponding to 7.0 percent. This shows that training and development affect employee retention in selected food and beverages companies in Ado Odo ota Local Government Area of Ogun.

Testing of Hypotheses

H₀₁: *There is no significant relationship of teamwork between corporate culture and employee retention in selected food and beverages in Ado Odo Ota L.G.A of Ogun state, Nigeria*

Table 9: Composite contributions of Teamwork and corporate culture on employee retention.

Variables	Mean	Std. Deviation	N
Job retention	35.5004	13.16053	200
Corporate culture	52.4620	7.84089	200
Teamwork	118.3266	21.70366	200

Source: Author’s Field Survey, 2022

The mean scores and standard deviations of the responses to the variables assessed in hypothesis one were shown in Table 9. The mean score for job retention was 34.5004 with a standard deviation of 13.16053, whereas the mean scores and standard deviations for each of the independent factors were as follows: Teamwork behaviour mean = 118.3266; standard deviation = 21.70366; corporate culture mean = 52.4620; standard deviation = 7.84089.

Table 10: Model summary of the composite contributions of team work and corporate culture on employee retention

Multiple R = 0.274 ^a						
R-Square = 0.075						
Adjusted R-Square = 0.073						
Standard Error = 12.66970						
Source of variation	Sum of squares	Df	Mean squares	F	Sig.	Remarks
Regression	14825.038	2	7412.519	46.178	.000 ^a	Reject H ₀
Residual	183315.2	1142	160.521			
Total	198140.238	1144				
a. Predictors: (Constant) Teamwork behaviour, corporate culture.						
b. Dependent Variable: job retention						

Source: Author’s Field Survey, 2022

Table 10 revealed significant composite contributions of the independent variables; teamwork behaviour and corporate culture as determinants of the dependent variable,

Employee job retention ($F_{2,1144} = 46.178$; $p < .05$). This means that teamwork behaviour and corporate culture significantly determined employee job retention of workers in selected food and beverages in Ado-Odo, Ota Local Government Area of Ogun State. The analysis also yielded a co-efficient of multiple regression of 0.274^a and multiple R-square of 0.075 and adjusted R-square = 0.073 indicating that all the independent variables accounted for 7.3 % of the variance in employee job retention of workers in selected food and beverages in Ado-Odo Ota Local Government Area of Ogun State.

H₀₂: There is no significant relationship between communication and employee retention in selected food and beverages in Ado Odo Ota L.G.A of Ogun state, Nigeria

Table 11: Relative contribution of communication and employee job retention

Independent Variables	B	Std. error	Beta	T	P	Remark
(Constant)	9.190	2.672		3.439	0.001	
Communication	.080	.020	.132	3.941	0.000	Sig
a. Dependent Variable: employee job retention						

Source: Author's Field Survey, 2022

Table 11 revealed the relative contribution of independent variables of Communication as determinants of the dependent variable (employee job retention). Communication ($B = .132$; $t = 3.941$; $p < .05$) is significant and contributed to employee job retention. Therefore, the postulated null hypothesis is rejected in favour of the alternative hypothesis. This means that there is significant relationship between communication and employee retention in selected food and beverages company as communication is independently made significant contributions as determinants of employee job retention in selected food and beverages company in Ado-odo ota Local Government Area of Ogun State.

H₀₃: H₀ There is no significant relationship between composite contribution of reward and recognition and employee retention in selected food and beverages in Ado Odo Ota L.G.A of Ogun state, Nigeria

Table 12: Composite contributions of reward and recognition on the employee Job retention.

Variabes	Mean	Std. Deviation	N
Job retention	90.7022	20.64124	200
Reward and recognition	118.3266	21.70366	200

Source: Author's Field Survey, 2022

Table 12 revealed the mean scores and standard deviations of the responses to the variables measured in hypothesis three. For employee job retention, the mean score = 90.7022; standard deviation = 20.64124 while for reward and recognition it had the mean value = 118.3266; standard deviation = 21.70366.

Table 13: Model summary of the composite contributions of reward and recognition on the employee Job retention in Ado-Odo Ota Local Government Area.

Multiple R = 0.329 ^a R-Square = 0.108 Adjusted R-Square = 0.107 Standard Error = 19.51082						
Source of variation	Sum of squares	Df	Mean squares	F	Sig.	Remarks
Regression	52686.001	2	26343.000	69.201	.000 ^a	Reject HO
Residual	434727.4	118	380.672			
Total	487413.401	200				
a. Predictors: (Constant) Reward and recognition. b. Dependent Variable: Employee job retention						

Source: Author’s Field Survey, 2022

Table 13 revealed significant composite contributions of the independent variables; Reward and recognition as determinants of the dependent variable, Employee job retention ($F_{2,1144} = 69.201$; $p < .05$). This means that Reward and recognition significantly determined Employee job retention in selected food and beverages companies in Ado Odo Ota L.G.A of Ogun state, Nigeria. The analysis also yielded a co-efficient of multiple regression of 0.329^a and multiple R-square of 0.108 and adjusted R-square = 0.107 indicating that all the independent variables accounted for 10.7 % of the variance in job retention of workers in selected food and beverages companies in Ado Odo Ota L.G.A of Ogun state, Nigeria.

H₀₄: There will be no significant relative contribution of training and development between corporate culture and employee retention in selected food and beverages in Ado Odo Ota L.G.A of Ogun state, Nigeria

Table 14: Relative contributions of training and development between corporate culture and employee job retention in selected food and beverages companies in Ado Odo Ota L.G.A of Ogun state, Nigeria

Independent Variables	B	Std. error	Beta	T	P	Remark
(Constant)	45.994	4.115		11.177	0.000	
Training and development	.320	.087	.122	3.701	0.000	Sig
Corporate culture	.236	.031	.248	7.538	0.000	Sig
a. Dependent Variable: employee job retention						

Source: Author’s Field Survey, 2022

Table 14 revealed the relative contribution of each of the independent variables as determinants of the dependent variable (employee job retention). Corporate culture (Beta = .248; $t = 7.538$; $p < .05$) was the most potent determinant out of the two variables; followed by Training and development (Beta = .122; $t = 3.701$; $p < 0.05$). Therefore, the postulated null hypothesis was rejected in favour of the alternative hypothesis. This means that each of the two independent variables, that is, Training and development as well as

corporate culture significantly contributed to the determination of employee job retention in selected food and beverages companies in Ado Odo Ota L.G.A of Ogun state, Nigeria.

Discussions of Findings

Findings of hypothesis one revealed that teamwork behaviour and corporate culture significantly determined employee job retention of workers in the selected food and beverage industry. This was in line with the findings of Muhammed et al, (2023) who examined the influence of job satisfaction, career development and teamwork on employee retention in Government-owned cultural destinations, and findings revealed that all the variables positively influenced employee retention.

Hypothesis two revealed a significant relationship between communication and employee retention in the selected food and beverages companies. This result also tallied with the findings of Ghani et al (2022) who investigated the challenges and strategies for employee retention in the hospitality industry and result showed among other things, that employee retention is contingent on employee satisfaction which is comprised of other variables including effective communication.

Also, hypothesis three showed a significant composite contributions of the independent variables, Reward and recognition on employee job retention. This finding was in line with the findings of Tirta & Enrika (2020) who investigated the impact of reward and recognition, work life balance, on employee retention with job satisfaction as mediating variable on millennials in Indonesia and findings revealed that reward and recognition among others significantly impacted employee retention.

Furthermore, hypothesis four reveal that both training and development and corporate culture significantly influenced employee job retention in selected food and beverages. This finding also aligned with the result of Aleem & Bowra (2020) who investigated the role of training and development on employee retention and organizational commitment in the banking sector of Pakistan and result showed that training and development play a very vital role in enhancing employee retention.

5.0 CONCLUSION

The study concluded that corporate culture significantly influences employees retention. It concludes that teamwork, training, communication, reward and recognition positively influence employees' retention propensity. It was also discovered that teamwork was necessary for retention while organizational support for staff training and development was perceived by employees as a sign that they were valued. It revealed that the knowledge acquired by employees through training program, help them perform better at work. This helps to build employee commitment and loyalty to their work. Furthermore, communication was seen as positively influencing employee positive disposition to work, hence the study concluded that communication, reward and recognition, training and

development and teamwork had effect on employee job retention among workers of food and beverages companies in Ado-Odo Ota Local Government Area of Ogun State.

5.1 RECOMMENDATIONS

Based on the findings of this study, the following recommendation was suggested:

- i. The important of teamwork within the organisation can not be overemphasised. Management should established a strong synergy among the various departments with the organisation. When employees work together as a team within a company, every employee learns from one another. This knowledge is not limited to the personal experiences of coworkers; employees from different departments may learn information from each other regarding the limitations and possibilities of those departments which may result or increase the productivity of the organisation
- ii. Management should encourage a good channel of communication. culture. Employees are comfortable with each other, communicate easily. Having a clear reporting mechanisms and systems in place for addressing employee concerns. Management may also consider establishing an internal media blog where workers' anonymous input and new ideas may be evaluated.
- iii. Employers should revisit their training and development programmes following each activity. Employees' experiences with the training and development programming and their performance should follow it so as to guide the future effort to encourage learning. prioritised. To boost employee productivity, this should be done. The organisation as a whole will benefit if employee performance increases . This might involve investing in mentoring programmes to train selected workers to serve as internal mentors, as well as establishing a peer-to-peer programme for employees at various stages of their careers.

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