

## **THE IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEE TURNOVER INTENTION: EVIDENCE FROM A RUBBER PRODUCT MANUFACTURING COMPANY IN SRI LANKA**

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This study examines the relationship between organizational culture and employee turnover intention, with a particular focus on the mediating role of job satisfaction among executive employees in a rubber product manufacturing company in Sri Lanka. A quantitative research design was employed, collecting data from 124 executive employees through a structured questionnaire. Regression and mediation analyses were conducted to assess the direct and indirect effects of organizational culture on turnover intention.

The findings indicate that clan and adhocracy cultures significantly reduce turnover intention by fostering collaboration, trust, and innovation in the workplace. In contrast, market culture has a moderate negative impact on turnover intention due to its competitive nature, while hierarchy culture exerts the least influence, as its rigid structure may hinder employee satisfaction. The results confirm that organizational culture significantly impacts job satisfaction and turnover intention, with job satisfaction acting as a mediator.

The study suggests that fostering supportive and innovation-driven organizational cultures enhances job satisfaction and reduces turnover intention. Practical recommendations include promoting participative decision-making, balancing performance orientation with employee well-being, and incorporating flexibility within structured systems. However, the study's focus on a single organization and its cross-sectional design limit generalizability, highlighting the need for longitudinal and multi-industry research to validate these findings further.

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