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A Study on the Impact of Organizational Culture on Employee Retention at Apollo Pharmacy Limited

Murali Manogar M, Dr. Dhanalakshmi S

MBA (HR & Systems), School of Management Studies, Sathyabama Institute of Science and Technology, Chennai,
Tamil Nadu, India

Assistant professor, Sathyabama Institute of Science and Technology, Chennai, Tamil Nadu, India

ABSTRACT: Organizational culture is important in determining the behaviour of employees, satisfaction, and commitment in the long term. The proposed research will examine how organizational culture determines employee retention using primary data gathered using structured questionnaire. The study concentrates on the major cultural factors which include leadership support, work environment, communication, recognition, work-life balance, and organizational values congruency.

The information gathered on employees in various departments was determined through the descriptive statistical analysis. The results show that positive organizational culture plays an important role in retaining employees as it increases job satisfaction, emotional attachment and organizational commitment. When employees feel that the organization has good leadership, trusts them and they have a conducive work environment, chances are high that they will stick with the organization. In the conclusion, the research concludes that a healthy organizational culture is necessary in mitigating employee turnover and enhancing organizational effectiveness.

KEYWORDS: Organizational Culture, Employee Retention, Work Environment

I. INTRODUCTION

Organizational culture is defined as the values, beliefs and practices that are common to employees in an organization. It is important in playing the role of influencing the attitudes of employees, job satisfaction and performance. High and good organizational culture provides a positive working environment in which employees feel important and encouraged. The skill retention of employees is now a big challenge to organizations in the contemporary business world that is characterized by high competition. Employee retention also has a direct relationship with the level of comfort and engagement of the employees in the workplace. Leadership support, communication, recognition and work life balance are factors that have a great influence on retention. The organizational culture should be healthy which will result in trust, teamwork, and commitment. On the contrary, a bad culture may contribute to low level of satisfaction and turnover. The knowledge of the association between organizational culture and employee retention is critical to organizational success. As such, this paper is aimed at examining the role that organizational culture plays in determination of the intention of employees to remain in the organization.

Objectives of the Study

- To determine how organizational culture affects employee retention.
- To examine how the management practices and support by leaders affect employee retention and satisfaction.
- To determine how work environment, work-life balance and recognition help to form employee commitment.
- To determine the impact of organizational values, trust and emotional attachment on the intention of employees to stay in the organization.

Scope of the Study

The research currently being undertaken is aimed at examining how organizational culture has an effect on the retention of employees in an organization. It analyses the cultural elements important to the organization like leadership support,



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work environment, communication, recognition, trust and alignment to organizational values. The research is founded on the primary data that was obtained with the help of a developed questionnaire with the employees of various departments and with different levels of experience.

The range will also include the perceptions of the employees, satisfaction, and intention to remain with the organization. It also brings out the impacts of cultural factors on the commitment of employees and the minimization of turnover intention. The results of this research can be applied in organizations to enhance their culture and retention practices in the workplace.

II. REVIEW OF LITERATURE

Organizational culture has largely been identified as one of the main elements of employee retention. Schein (2010) defines organizational culture as values, beliefs and practices common in an organization and which determine how employees behave and interact with each other in the workplace. Good culture is a potent and optimistic culture that improves employee satisfaction and dedication, hence minimizing employee turnover. The other important dimension of an organizational culture is leadership support. Eisenberger et al. (2002) have discovered that employees who experience that organizational and managerial support is high are more likely to develop stronger emotional attachment and also they will be willing to stay longer with the organization. This is in line with the questionnaire questions on the support of leadership and open communication.

Work-life balance and work environment also create a major influence in retaining employees. As pointed out by Allen, Herst, Bruck, and Sutton (2000) a conducive working environment and appropriate work-life balance lead to lesser stress and more job satisfaction that results in higher retention rates. Motivated employees will not quit their jobs when they feel at ease with their working environment. Cultural attributes that are necessary include trust and alignment to organizational values. Dirks and Ferrin (2002) stated that trust in the management created positive attitude among employees such as job satisfaction and organizational commitment. Workers are more interested and committed when they fit the mission and values of the organization.

Retention is also affected by recognition and employee satisfaction. In his motivation-hygiene theory, Herzberg (1968) opined that achievement and recognition are some of the main motivators that improve job satisfaction. When the employees feel that they are valued and appreciated, there is a chance that they will remain within the organization. The retention is well predicted by emotional attachment and organizational commitment. Meyer and Allen (1991) singled out affective commitment as a significant contributor towards employee intention to stay. When employees are emotionally attached to an organization, they are more loyal to the organization and show low turnover intentions.

III. RESEARCH DESIGN:

The study has adopted descriptive research Design. Primary data and secondary data have been used. Convenience sampling method has been adopted. Simple percentage analysis has been applied to reach the findings. The sample size of the study is 133.

Data Collection Method

Primary Data: Collected through your questionnaire (Google Form / Excel responses)

Secondary Data: Journals, books, research articles

Sampling Technique: Convenience Samplings

Sample Size: 133

IV. HYPOTHESIS

H01: There is no significant relationship between organizational culture and employee retention

H1: There is a significant relationship between organizational culture and employee retention

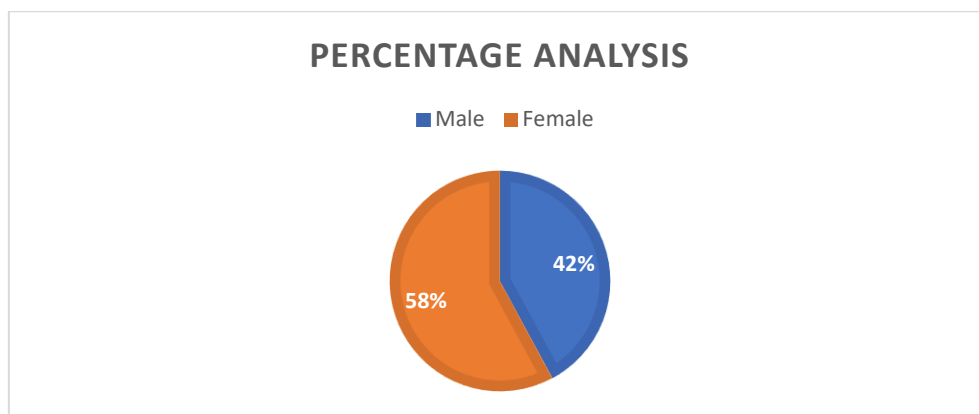


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Percentage Analysis

GENDER	RESPOND	PERCENTAGE ANALYSIS
Male	56	42%
Female	77	58%
Total	133	100%



Interpretation:

Based on the above table, gender of the respond are of 58% are male and 42% are female.

Inference:

Most 58% of the respond are men.

CHI-SQUARE TEST:

Chi-Square Test			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	47.102	8	<.001
Likelihood Ratio	49.087	8	<.001
No Valid Cases	133		

Interpretation:

The p value is 0.001 that is not more than the significance level (0.05) so the alter hypothesis is accept H1 and reject H0. Organizational culture and employee retention are majorly linked.

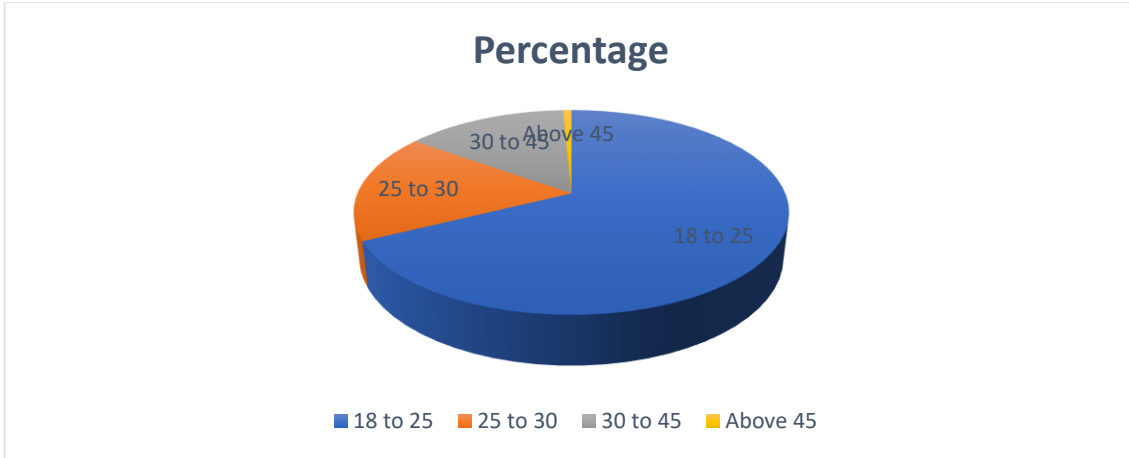
Respondents collected based on their age:

Age group	No of rseponse	Percentage
18 to 25	90	68%
25 to 30	23	17%
30 to 45	19	14%
Above 45	1	1%
Total	133	100%



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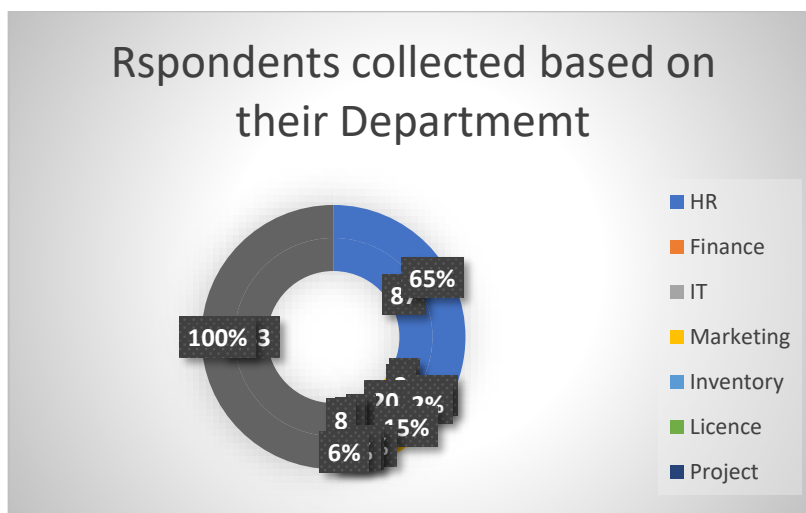


Interpretation:

As shown in the following, 90 percent of people are representing 68 percent of the respondents, 17 percent of people are under 25 to 30 years, 14 percent of the people are under 30 to 45, and 1 percent of the people are above 45 years. The 25–30 years category. It shows that the workforce in the organization is mostly represented by young employees and the number of older age groups is minimal.

Respondents collected based on their Department

Department	No of rseponse	Percentage
HR	87	65%
Finance	4	3%
IT	3	2%
Marketing	20	15%
Inventory	9	7%
Licence	1	1%
Project	1	1%
SAP	8	6%
Total	133	100%





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Interpretation:

Based on the above data, it can be identified that of the 133 respondents 65 of them are with the HR department, 15 with the Marketing, 7 with the Inventory, and 6 with SAP. The respondents in other departments are smaller percentages of 3, 2, 1 and 1 in Finance, IT, Licence, and Project departments respectively.

This means that most of the respondents are in the HR department with other departments having low participation particularly the licence and project departments. This indicates that the data set will be dominated by HR employees who will be moderate with marketing and inventory but will be insignificant with the rest of the employees.

V. FINDINGS

- The 25–30 years category. This shows that the employees of the organization are mostly of a young age with the representation of older age bracket being minimal.
- The majority of respondents (87 percent) have a positive attitude, which implies that they are very much helped by the higher management when it comes to career development, with a small percentage (13 percent) of the respondents being neutral.
- General opinion is positive as most of the respondents (81%), meaning the majority of the employees feel free to share their opinions with the management and the small percentage (14%), who are neutral and a very small percentage (1%), who have a negative opinion.

VI. SUGGESTIONS

- The management should keep a free flow of information and they should also engage in promoting the professional development of the employees in order to develop levels of trust and confidence.
- There should be a favorable, supportive and motivating workplace environment where teams work and are productive.
- Implement flexible working and policies to assist employees to have a good balance between work and personal life.
- Maximize the spread of the mission, vision and values of the organization and make employees identify with them.
- Organise team building activities, feedback and engagement programs to enhance emotional attachment.
- Be transparent with the decisions made and establish trust of the employees with the management.

VII. CONCLUSION

The researcher concludes that the organizational culture is important in determining the employee retention. Employee satisfaction and commitment are improved by a positive culture that has high leadership support, good work environment, mutual trust, recognition and adherence to organizational values. The results show that the workers who are perceived important, supported, and emotionally involved in the organization have high chances of staying longer in the organization. Conversely, the strong organizational culture may result in dissatisfaction and increased turnover intentions. That is why, organizations should concentrate on creation and preservation of the good work culture that is supportive, effective, and interesting to avoid loss of talents and be successful in the long-term

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