



The impact of organizational culture on talent retention in biotech firms - Empirical study

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Abstract ;

Organizational culture is often considered a decisive factor for talent retention. The purpose of this research is to assess the impact of organizational culture on talent retention, in order to shape a cultural model that enhance talent' intention to stay.

Therefore, a quantitative, cross-sectional research design was employed. Data were collected via a survey from 68 employees working in a biotech firm in Algeria. The survey instrument measured perceptions of organizational culture dimensions (clan, adhocracy, hierarchy and market) along with the intention to stay attitude. Consequently, the results revealed that adhocracy ($\beta = 0.31$, $p < .01$) and clan cultures ($\beta = 0.44$, $p < .01$) had a significant positive impact on talent' intention to stay; hierarchy culture had a negative impact on intention to stay ($\beta = -0.13$, $p < .05$); and in contrast, market culture ($\beta = 0.10$, $p < .205$) had no significant influence on intention to stay. Thus, the outcomes of this paper underscore the importance of fostering a supportive and collaborative culture to boost talent retention strategies.

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1. Introduction

Human capital is a crucial factor in improving organizational performance and increasing competitiveness. In this regard, organizations create and develop Knowledge through its human capital (Reagans & Zuckerman, 2001). However, the dynamic and competitive labor market is a significant challenge for organization's ability to attract, develop and specifically retain highly skilled employees. Hancock et al. (2013) highlighted that with high turnover rates and lack of knowledge, talent retention becomes the major challenge for organizations. Thus, it is crucial for organizations to establish feasible and innovative practices and strategies to retain talented individuals. In this sense, Mandhanya & Shah (2010) noted that organizations implement series of strategies and practices to positively influence the perceptions of potential employees towards them.

Moreover, previous research demonstrates that factors such as compensation and benefits are often the primary motivators; whereas an organization's culture has a sustained influence on employee retention (Schein, 2010). Further, organizational culture can be defined as a key determinant of employee loyalty and an influential attribute of employees' intention to stay. Furthermore, Cascio & Boudreau (2016) suggest that attraction and retention of high-performing employees has become a cornerstone of sustainable competitive advantage.

Supportive culture aligned with development and consistent motivation, strongly influences employee behavior and performance (Sri et al., 2024). In this sense, Luz (2003, p. 14) stated that "The organizational culture influences the behavior of all individuals and groups within the organization". Accordingly, a positive and supportive organizational culture becomes behavioral standards represented in shared values, beliefs, assumptions, and norms that shape the sense of identity and positive attitude among members within an organization. Hence, the aim of our study is to explore the influence of organizational culture on talent retention practices, to provide tangible benefits that can be implemented in nowadays business environment.

1.1. Research gap and questions

Knowledge-based competition requires intense emphasis on human capital, ongoing innovation and cutting-edge technologies. Ernst & Young (2010), note that strong competition in the biotechnology industry can spur firms to become more productive. Further, employee retention has become a paramount concern for business leaders (Weaver, et al., 2006). Furthermore, business leaders encounter critical challenges that demand innovative and adaptable strategies to attracting, developing and retaining top talent. Consequently, in order to maintain a sustainable competitive advantage, organizations emphasize the importance of

the pivotal role that organizational culture plays in fostering the sense of belonging and motivating talent's intention to stay.

In addition, a significant body of literature has established a general correlation between positive organizational culture and improving talent retention practices. Hence, a scarcity of empirical studies exists in understanding the nuanced, mediating mechanisms through which specific cultural traits influence the retention of high-potential employees in knowledge-based organizations, focusing specifically on biotech firms in Algeria. Therefore, the subsequent study questions are formulated based on the identified research gap and objectives.

Main research question: *How do the dimensions of organizational culture impact talent retention (intention to stay) in biotech firms?*

The main research question will be guided by four specific sub-questions:

RQ1: To what extent does Adhocracy culture influence talent's intention to stay?

RQ2: To what extent does Clan culture influence talent's intention to stay?

RQ3: To what extent does Hierarchy culture influence talent's intention to stay?

RQ4: To what extent does Market culture influence talent's intention to stay?

1.2. Significance of the study

Research highlighted that organizational culture is considered as a significant factor of the work environment, shaping individuals' behavior and attitudes that subsequently influence motivation and performance. According to Kristof et al. (2005), when employees perceive alignment between their personal values and the organization's culture, they are more likely to remain engaged and committed.

Therefore, the importance of this research lies in its potential to contribute valuable perspectives, research-backed insights into the practices of organizational culture in knowledge-based firms. Hence, this research is significant for both academics and business leaders endeavoring to cultivate supportive work environments. In addition, the results of this study may contribute to improving human capital by exploring the influence of organizational culture factors that enhance talent retention. Thus, to attain these objectives, we adopted a quantitative method to provide a solid and trustworthy analytical and empirical base.

1.3. Conceptual model and research hypotheses

Numerous empirical studies utilize the competing values framework (CVF), which categorizes culture into four types: Clan culture (collaborative, people-centric), Adhocracy

culture (innovative, risk-taking), Market culture (competitive, results-driven), and Hierarchy culture (structured, controlled) (Cameron & Quinn, 2005). Hence, the conceptual model presented in Figure 1.1 delineates the pathways through which each organizational culture dimension influences the intention to stay of talent, adopting determinants from the competing value framework theory (CVF). In light of the foregoing, the following hypotheses were formulated for empirical testing.

Main H: There is a significant impact of organizational culture dimensions on talent retention in biotech firms.

H1: *Adhocracy culture has a significant positive impact on talent's intention to stay*

H2: *Clan culture has a significant positive impact on talent's intention to stay.*

H3: *Hierarchy culture has a significant negative impact on talent's intention to stay*

H4: *Market culture has a significant positive impact on talent's intention to stay.*

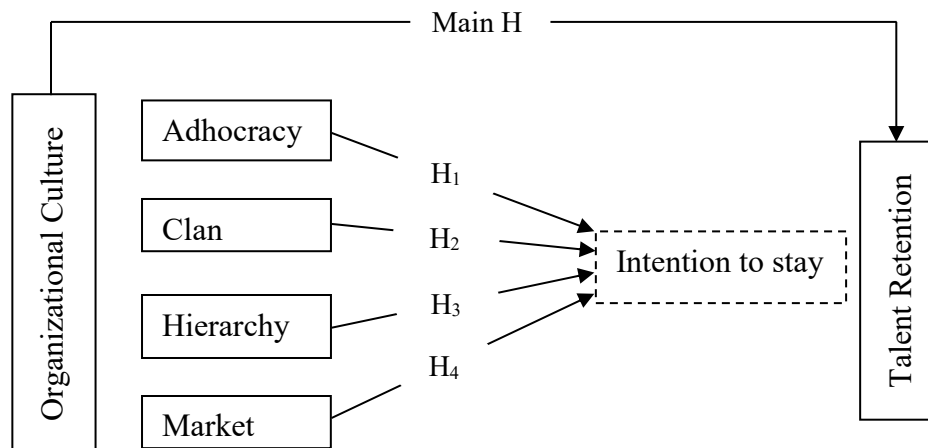


Fig. 1.1: Proposed conceptual model

2. Theoretical framework

2.1. Talent management – arising trends

In his book “Managing in the Next Society”, published in 2002, Peter F Drucker claimed that knowledge is all and "the next society will be a knowledge society" (Drucker, 2002). He thus, foresaw that knowledge workers would become the dominant group in the workforce. In this regard, human capital has become a subject of rigorous competition — this requires organization's long-term strategies to enhance the ability to attract and retain talent. The ‘war for talent’ was supposedly initiated in 1998 when McKinsey Consulting Group released a publication stating that “better talent is worth fighting for” (Ng, 2013). According to Thunnissen et al. (2013), several scholars argue that the primary objective of TM is to attract,

develop and retain talent. This perspective emphasizes the importance of nurturing and cultivating the skills and abilities of employees in order to create a productive and engaged workforce. Further, Christie (2005) argues that TM places great emphasis on developing and retaining highly qualified employees for future leadership positions. In addition, talent management is a set of integrated human resource management practices designed to attract, develop, motivate, and retain talented employees (Chelawat, 2015).

In fact, there is a lack of agreement on the definition of talent, as it is defined in various contexts. Talent is defined as human resources that have the capacity to achieve performance that exceeds the accepted rate and is commensurate with certain expectations (Moczydlowska, 2012). However, Manolescu et al. (2020) note that talent is typically perceived by most organizations as a diverse set of abilities encompassing leadership, a focus on achieving results, problem-solving capabilities, adaptability, teamwork, and a strong drive to accomplish the goals of the organization. In this sense, talent has the ability to effectively integrate their potential with organization's resources to create added value.

2.1.1 Talent retention

As competition for talent is increased, organizations strive to build a positive reputation and establish a supportive culture to become preferred workplace for potential talent. Marinakou & Giousmpasoglou (2019) delved into the realm of talent management with a specific focus on retention strategies in luxury hotels. Accordingly, employee retention is a strategic approach adopted by organizations to nurture a working environment encouraging employees to stay (Shrestha, 2019). For Namusonge et al. (2014), talent retention aims to implement suitable measures that encourage employees to stay within the organization for the longest possible duration. Talent retention is to create and sustain an environment that reduces turnover and maintains talented employees who contribute to the achievement of competitive advantage (Allen et al., 2010). Consequently, talent retention is a critical factor for organization's effectiveness. Hence, promoting effective strategies to retain employees will contribute to knowledge retention and a stable workforce.

Moreover, Chen et al. (2016) argued that employees' intention to stay is a strong predictor of retention. In addition, the concept of intention to stay is widely established to be a reliable attitudinal predictor of actual employee retention Hom et al. (2012). Moreover, Thanh et al. (2018) have shown that staying or leaving the workplace is essential in the decision-making process, which has a significant influence on employee retention. Hence, Allen et al. (2010), suggest that the predictive validity of 'intention to stay' is a standardized scale measuring retention (or its inverse, turnover intention) that is considered a core diagnostic tool for assessing employee retention. However, the intention to stay necessitates a supportive

organizational culture that contributes to enhancing employees' sense of engagement and belonging. Consequently, our research adopted the scale developed by (Blais, 2005). This instrument specifically measures the cognitive dimension of retention, namely the voluntary planning and decision of an employee to stay in the current organization.

2.2 Organizational culture

2.2.1 Culture

Culture is often seen as a pivotal factor to develop performance and fosters effectiveness of individuals and organizations alike. Further, culture has been a topic of debate, but no common definition has been agreed upon. Previous research has identified culture from a variety of perspectives and fields (Straub et al., 2002). Hofstede & Bond (1998) defined culture as “the collective programming of the mind which distinguishes the members of one group of people from those of another”. In a similar line, (Leavitt & Bahrami, 1988) described culture as a set of shared beliefs, traditions, values and expectations that characterize a particular group of people. According to (Bellot, 2011), culture is defined as a collective of values, norms, beliefs that shape people's behavior.

2.2.2 Organizational culture - orienting framework

Andrew Pettigrew was the first to introduce the concept of organizational culture to the field of management and organization studies in the late 1970s. In his article “On Studying Organizational Cultures.” he demonstrated insights on concepts associated with organizational culture (Pettigrew, 1979). According to (Barney, 1991), organizational culture plays a critical role in enhancing the sustainable competitive advantages of an organization. In addition, research evidence suggests that a strong and supportive culture can improve job satisfaction, organizational commitment, and employee retention (Alvesson, 2013).

Organizational culture is defined as a set of shared values, beliefs, and assumptions that guide workplace behavior within an organization (Schein, 2010). In this regard, organizational culture includes attitudes, experience, beliefs and values that guide employees' perception and interaction. Moreover, Gorondutse & Hilman (2016) argued that “A positive and high level of organizational culture can make an average employee a high performer, whereas a negative and weak culture makes an outstanding individual perform less efficiently leading to ineffectiveness”. Accordingly, organizational culture is comprised of shared assumptions and perceptions that individuals and groups can learn from an organization.

Our research used a theoretical basis to determine the dimensions of organizational culture. Hence, the most appropriate frameworks should be based on empirical evidence and reality

in the current organizational context. Therefore, numerous scholars and practitioners demonstrated diverse perspectives on the dimensions of organizational culture. Hofstede (1980) investigated how culture impacts organizational behavior; his research work identified six independent dimensions of practices (process-oriented versus results-oriented, job-oriented versus employee-oriented, professional versus parochial, open systems versus closed systems, tightly versus loosely controlled, and pragmatic versus normative). Further, Denison (1990) developed a measurement tool of organizational culture and proposed a model that is related to effective organizational performance; this model covers internal dimension (involvement and consistency) and external dimension (adaptability and mission). In addition, Ten Have et al. (2003), argued that the Competing Values Framework (CVF) is one of the most used and useful frameworks in business. Accordingly, Figure 2.1 represents the model of organizational culture developed by Cameron & Quinn (2006) which is based on the Competing Values Framework (CVF).

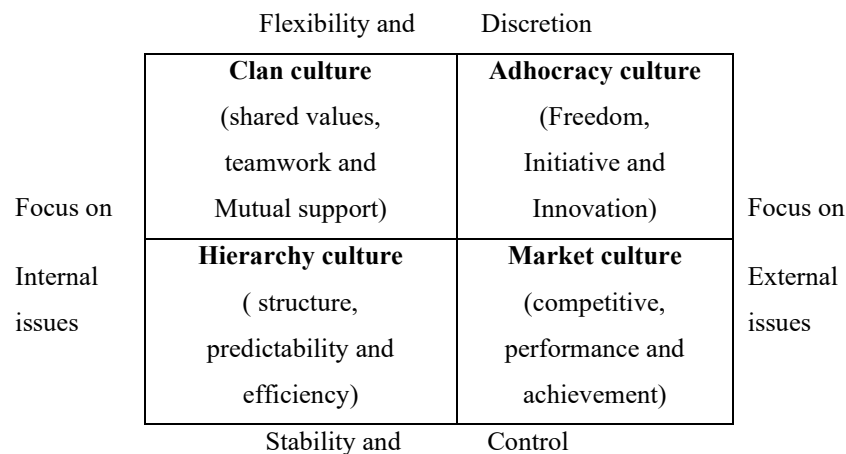


Figure 2.1: Cameron's and Quinn's organizational culture diagram.

The model of Cameron & Quinn (2006) helps organizations identify their dominant culture type and provides insights into how different cultures operate and how they may influence performance, adaptability, and growth. Further, this model consists of four types of organizational cultures: Adhocracy (Create), Clan (Collaborate), Hierarchy (Control), and Market (Compete). Drawing upon, this paper uses the dimensional model developed by Cameron & Quinn (2006).

2.2.3 The retention imperative and cultural leverage

A supportive and aligned organizational culture enhances motivation and strengthens a sense of belonging, thereby increasing an employee's intention to stay. According to O'Reilly et al. (1991), Favorable and positive organizational culture enhances employees' satisfaction and organizational commitment, which are key drivers of retention. However, high turnover and

disengagement frequently stem from a conflict between the organization's assumptions and employees' perceptions. Hence, empirical studies consistently demonstrate a significant, often positive, relationship between organizational culture and intention to stay (Table 2.1).

Table 2.1: Empirical findings - the influence of organizational culture on retention

Cultural Dimensions	Key Findings	Sources
Clan Culture	Significantly increases retention by fostering a sense of belonging, promoting teamwork, empathetic leadership, and valuing employee well-being. Employees feel safe and respected.	(Pasricha et al., 2018)
Adhocracy Culture	Positively correlated with retention, as it emphasizes risk-taking, continuous learning, creativity, and career development opportunities.	(Roscoe et al., 2019)
Hierarchical Culture	Employees in hierarchical organizations often have limited discretion over their work. their intrinsic motivation and engagement plummet, leading to higher turnover Linked rigid hierarchies to reduced perceived organizational support, which strongly predicts turnover.	(Deci & Ryan, 2000); Pink, (2009) Eisenberger et al. (2019)
Market Culture	Market culture focus on retaining top talent to win, often leads to significant investment in developing talent, which in turn encourages them to stay Transparent, honest, and frequent communication channels enhance procedural fairness and trust, which are key components of intention to stay.	(Cappelli, 2008). (Sepahvand and Bagherzadeh, 2021)

Source: Authors' construct based on reviewed literature

2.2.3.1 Adhocracy Culture and Retention

"Individuals with this perspective tend to be change oriented. The culture that supports their work is characterized by experimentation, flexibility, and looking forward toward the future" (Cameron & Quinn, p. 43, 2006). Hence, this culture emphasizes innovation and creativity as core values. It is characterized by creating new ideas and approaches, to remain flexible and adaptable. Further, McClean & Collins (2019) revealed that in knowledge-based firms, cultures emphasizing innovation and autonomy have significantly lower voluntary turnover among highly skilled employees. Besides, Dadgar et al. (2013) found that the clan and the adhocracy cultures positively influence the intention to stay. Consequently, we propose the following hypothesis: **H1. Adhocracy culture has a significant positive impact on talent' intention to stay**

2.2.3.2 Clan Culture and Retention

"People in the collaborate culture tend to be committed to their community, focusing on shared values and communication" (Cameron & Quinn, p. 41 2006). In this sense, Hartnell &

Kinicki (2011) holds the view that clan culture which is characterized by participation, cooperation, and employee development, leads to higher levels of commitment and lower turnover. This culture is marked by an emphasis on collaboration and employee development. The workplace hence feels like an extended family, emphasizing human relations. Further, Leaders empower employees and encourage their participation and loyalty. In addition, Dadgar et al. (2013) argued that the clan culture has a positive influence on the intention to stay. Consequently, the second hypothesis is formulated as follows: **H2. Clan culture has a significant positive impact on talent' intention to stay.**

2.2.3.3 Hierarchy Culture and Retention

“People in the Control profile tend to be systematic, careful, and practical. Their culture focuses on planning, efficient systems and processes, and enforcing compliance; Hierarchy companies tend to keep things running smoothly and efficiently” (Cameron & Quinn, p. 37, 2006). Within a hierarchy culture, which prioritizes stability, structure, and an internal focus, employees communicate clearly and concisely, respecting formal lines of authority and following structured procedures to ensure efficiency and predictability in their actions. Leaders serve as coordinators who closely monitor everything. Conversely, hierarchy culture was negatively related to job satisfaction and organizational commitment, which are established proximal antecedents of turnover intention (Liu, Liu, & Zeng, 2010). In addition, a study in public sector suggested that hierarchy culture can reduce innovative behavior and job engagement, which lead to high turnover rates (Cho & Lee, 2021). Hence, employees who value flexibility and innovation may feel constrained in a rigid, hierarchical culture, leading to dissatisfaction and eventual departure. Consequently, we propose the following hypothesis: **H3. Hierarchy culture has a significant negative influence on talent' intention to stay.**

2.2.3.4. Market Culture and Retention

It has been reported that a positive work environment boosts employee retention. According to Hanif et al. (2013), the working environment is the most significant element in employee retention. The market “refers to a type of organization that functions as a market itself. It is oriented toward the external environment instead of internal affairs; It is focused on transactions with (mainly) external constituencies such as suppliers, customers, contractors, licensees, unions, and regulators” (Cameron & Quinn, p. 39, 2006). This culture focused on winning in the marketplace. They emphasize results, competition, and market dominance. Hence, the fourth hypothesis is developed as follows: **H4. Market culture has a significant positive influence on talent' intention to stay.**

3. Methods

The purpose of this research is to investigate the relationship between organizational culture and talent retention (intention to stay) in biotech firms in Algeria. Cross-sectional, survey-based research design was used. This design allows for the collection of numerical data from the defined population at a single point in time to test research hypotheses. Our research was conducted as a census survey of the entire target population, as the size of the firm is manageable. The target population is considered as all professional, technical, and managerial employees (defined as talent). Primary data was collected via a structured, self-administered questionnaire. Therefore, 78 questionnaires were distributed; among them, 68 were returned fully answered, and were considered for data analysis, with an overall response rate of (87%), which can be considered as a high rate.

The measurement scale of organizational culture (15 items) was adapted and derived from the Organizational Culture Assessment Instrument (OCAI), developed by Robert Quinn and Kim Cameron (2006); which is a validated tool for assessing organizational culture. In addition, our research adopted the scale developed by (Blais, 2005) to measure talent retention. This instrument measures the cognitive dimension of retention, namely the voluntary planning and decision of an employee to stay in the current organization. Constructs were standardized to a five-point Likert scale. In addition, inferential statistics was used to explore the relationship between variables and test the research hypotheses.

This research used a survey instrument consisting of 25 items. Nonetheless, minor phrasal adjustments were made according to our research settings. Organizational culture was used as the independent variable with scales: Adhocracy Culture (ACu1-ACu5), Clan Culture (CCu1-CCu5), Hierarchy Culture (HCu1-HCu5), and Market Culture (MCu1-MCu5). Talent retention was used as the dependent variable represented by Intention to Stay (InSt1-InSt5). The instrument was evaluated for reliability and validity. A reliable instrument provides same results under consistent conditions (Field, 2018). Whereas validity refers to the degree to which a tool measures what it claims to measure. It assesses the accuracy of the inferences made from test scores (Creswell, 2014).

The data set was analyzed using several techniques in SPSS (25), involving descriptive, correlation analysis and multiple regression analysis. Since this research adopted and used previous validated instruments that have undergone substantial tests for validity, the first step was to assess reliability of the measures in the current context. Consequently, reliability coefficients (Cronbach's alpha) were calculated for organizational culture dimensions and talent retention (Intention to stay).

As indicated in Table 3.1, the five reliability coefficients (α) ranged in value from $\alpha = 0.775$ to $\alpha = 0.886$. Levels of ($\alpha = 0.7$) or higher are generally accepted as adequate reliability (Hair et al., 1998). Hence, all coefficients showed acceptable levels of internal reliability. In addition, the overall scale reliability which measured the overall research instrument had a high score of $\alpha = 0.83$ as shown in Table 3.1. Therefore, the instruments' reliability is considerably well supported.

Table 3.1: Reliability statistics of the research instrument

Variables	Reliability (α)
Adhocracy Culture	0.854
Clan Culture	0.820
Hierarchy Culture	0.795
Market Culture	0.775
Intention to Stay	0.886
The overall instrument	0.83

Source: Authors' construct based on SPSS Output, 2025

4. Results and data analysis

The purpose of this research was to examine the impact of organizational culture on talent retention in knowledge-based firms in Algerian. In this section we used the inter-correlation analysis based on Pearson coefficient (r) which is the most common way of measuring a linear correlation between variables. It is a statistical measure that evaluates the strength and direction of the relationship between variables (Field, 2018). In addition, regression analysis has been used to validate the conceptual model (Figure 1.1) and test the research hypotheses.

4.1 Correlation Analysis

As illustrated in Table 4.1.1 and Table 4.1.2, linear correlation was used to investigate the relationship between organizational culture dimensions (Adhocracy, Clan, Hierarchy and Market) and talent retention (Intention to stay). Hair et al. (2019) discussed the correlation interpretation in business contexts and provided guidelines for correlation coefficients: $\pm 0.90-1.00$ = very strong, $\pm 0.70-0.89$ = strong, $\pm 0.50-0.69$ = moderate, $\pm 0.30-0.49$ = weak, $< 0.00-0.29$ = very weak. The values in Table 4.1 reveal that there is a weak, moderate and strong positive linear association between the research variables. It was observed that intention to stay had a strong positive association with Adhocracy and Clan cultures with ($r = 0.72, p < .01$), ($r = 0.70, p < .01$) respectively, whereas a very weak positive relationship ($r =$

0.32, $p < .05$) existed between intention to stay and market culture. However a very weak negative relationship existed between intention to stay and hierarchy culture ($r = -0.25$, $p < .05$). Consequently, the correlation analysis demonstrated that the research hypotheses are valid.

Table 4.1.1: Descriptive statistics and correlations

Variables	Mean	SD	Correlations				
			1	2	3	4	5
1. Adhocracy Culture	3.82	0.78	—				
2. Clan Culture	3.45	0.82	0.61**	—			
3. Hierarchy Culture	3.22	0.68	0.30*	0.40**	—		
4. Market Culture	2.95	0.70	0.46**	0.29*	0.43**	—	
5. Intention to Stay	3.60	0.88	0.72**	0.70**	-0.25*	0.32*	—

Correlation is significant at : * $p < .05$, ** $p < .01$

Source: Authors' construct based on SPSS Output, 2025

Table 4.1.2 presents the conclusion of the research hypotheses based on the results shown in Table 4.1.1.

Table 4.1.2: Detailed correlations

Relationship	Pearson's r	Strength
Intention to stay ↔ Adhocracy	0.72	Strong positive
Intention to stay ↔ Clan	0.70	Strong positive
Intention to stay ↔ Hierarchy	-0.25	Very weak negative
Intention to stay ↔ Market	0.32	Very weak positive

4.2 Regression Analysis

As demonstrated above, the correlation analysis determined both the strength and direction of the relationship amongst the research variables. Therefore, multiple regression analysis was used to determine the causality relationship between the independent variable and the dependent variable validate and to predict the accuracy of the research hypotheses. Organizational culture dimensions were used as the predictors, whereas intention to stay was used as the predicted variable for talent retention. Regression is a statistical tool that provides evidence regarding the relationship between a dependent variable and one or more independent variables, enabling predictions about causal relationships Montgomery et al. (2012). R square is the square of the multiple correlation coefficients; it indicates the number of units of increase in the dependent variable caused by an increase of one unit in the

independent variable. As shown in Table 4.2.1. The regression model was statistically significant, $F(4, 76) = 15.92$, $p < .001$. The four dimensions of organizational culture together explained 52% ($R^2 = 0.52$) of the variance in talent retention, indicating a strong impact. In addition, for all tests, standardized beta (β) coefficients were used to maintain a common scale for interpretation. clan culture ($\beta = 0.44$, $p = .002$) was the strongest positive predictor, as for every one-unit increase in the perception of a clan culture, intention to stay increases by 0.41 units, holding other cultures constant. Adhocracy culture ($\beta = 0.31$, $p = .008$) was a significant positive predictor, though with a moderate impact on intention to stay. Whilst market Culture with ($\beta = 0.10$, $p = .205$) was not a statistically significant predictor of intention to stay in this model. However, hierarchy culture ($\beta = -.13$, $p = .041$) was a significant negative predictor, this suggests that a one unit increase in hierarchy culture results in a 0.17 decrease in intention to stay.

Table 4.2.1: *Detailed correlations*

	Dependent – Talent Retention (Intention to stay)				
Independent Organizational Culture	R= 0.72	R ² = 0.52	F (4, 76) = 15.92	p < .001	
			β	t	Sig.
Adhocracy C			0.31	3.03	0.008**
Clan C			0.44	4.36	0.002**
Hierarchy C			-0.13	-2.55	0.041*
Market C			0.10	1.22	0.205

Source: Authors' construct based on SPSS Output, 2025

Based on the discussion above and results in Table 4.2.1, we conclude the following:

H1: *There is a significant positive impact of adhocracy culture on intention to stay, is valid and accepted.*

H2: *There is a significant positive impact of clan culture on intention to stay, is valid and accepted.*

H3: *There is a significant positive impact of hierarchy culture on intention to stay, is valid and accepted.*

H4: *There is a significant positive impact of market culture on intention to stay, is not valid and found to be rejected.* Hence, the null hypothesis is accepted (*There is no significant positive impact of market culture on intention to stay*). Therefore, Figure 4.1 illustrates the relationship between the research variables, by indicating the path coefficients and the level of significance. In conclusion, overall the main hypothesis which states that “There is a significant impact of organizational culture on talent retention was found to be valid and supported”. Conceptual model with impact coefficients is presented below.

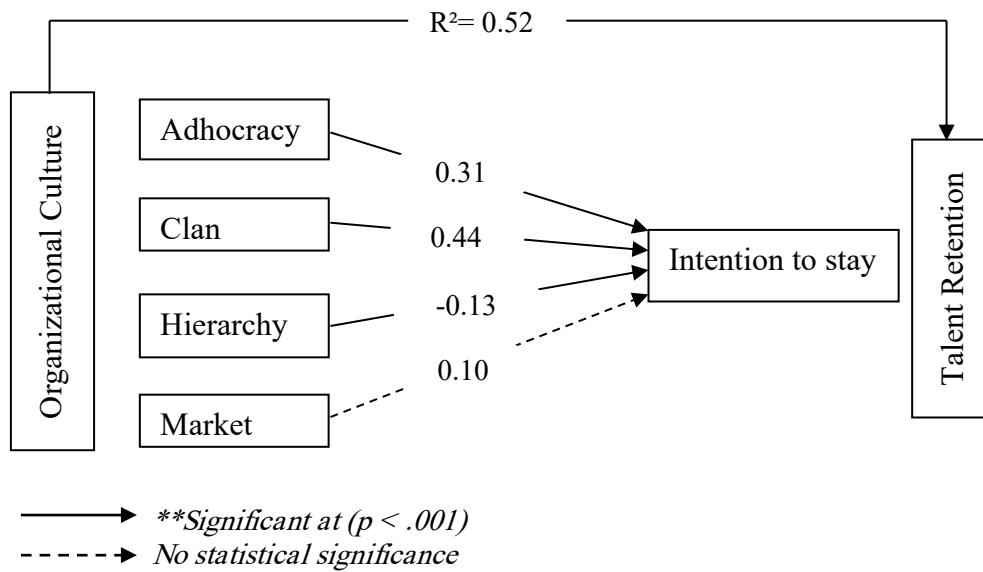


Fig. 4.1: Conceptual model with impact coefficients

5. Discussio

The main purpose of this research was to examine the impact of organizational culture on talent retention. Correlation analysis found out that organizational culture dimensions were significantly related to intention to stay of talent. In addition, multiple regression analysis revealed that all variables have a significant influence on the intention to stay, except market culture that had no significant impact on intention to stay. These findings are consistent with previous research.

This research concluded that adhocracy and clan cultures were strong predictors of intention to stay. In clan culture loyalty and sharing are highly valued, the collaborative, supportive, and team-oriented environment characteristic has a strong positive association with talent' intention to stay. Hence, this suggests that in knowledge-based environment, a sense of belonging and mutual support is highly valued by talented employees. Further, intention to stay was highly influenced by adhocracy culture within the studied biotech firm. This culture is an ideal environment for development, innovation and growth. For talented employees working in a dynamic and entrepreneurial environment, it appears to be a major retention factor. The outcome of this research validates the findings of Lok & Crawford (2001); their study found that clan and adhocracy cultures correlated strongly with job satisfaction and commitment, which in turn reduce turnover. Further, clan culture had a direct, significant relationship with turnover intentions; the familial atmosphere itself acted as a direct retention mechanism (McKinnon, 2003). Furthermore, Lund (2003) suggested that adhocracy culture showed a significant direct, positive relationship with intention to stay, particularly for knowledge workers. Therefore, clan and adhocracy cultures boost employee innovation,

productivity, and increase employee engagement. Employees who believe they are supported and valued are more likely to stay within the organization.

However, the results of this research showed no significant impact of market culture on talent' intention to stay. The results regarding this neutral impact can be explained by several reasons. First, results revealed that clan and adhocracy cultures were the strongest predictors of the intention to stay; collaboration, support, and team-oriented environment characterize these cultures. Second, in a culture with low level of uncertainty control, people are afraid of risk and competitiveness; they are encouraged in a collaborative environment for mutual benefit. In this regard, Hartnell and Kinicki (2011) found that market culture had the weakest and inconsistent relationship with employee attitudes compared to clan and adhocracy cultures. This weak relationship can be translated that the influence of market culture on retention is mostly mediated by other variables.

On the other hand, contemporary research, especially in knowledge-based firms, revealed that a dominant hierarchy culture has a neutral to negative direct influence on intention to stay. The results of regression in our research indicated that hierarchy culture had a significant negative impact on intention to stay. This type of culture builds stability through rules and procedures, and creates a sense of security and clarity in roles and responsibilities. Accordingly, it can be argued that talented employees tend to leave their organization if the level of hierarchy culture is high. In this sense, the study of Lund (2003) suggested that hierarchy culture was negatively correlated with job satisfaction and organizational commitment, the primary drivers of retention. Further, Gürlek & Tuna (2019) found that hierarchy culture showed no significant direct beneficial effect on retention attitudes. Therefore, this research presented evidence on the influence of organizational culture dimensions (clan, adhocracy and hierarchy) on talent retention (intention to stay) in knowledge-based firms. Market culture was not a direct predictor (as results showed a non-significant influence on the intention to stay), not because it was irrelevant, but because its effect is indirect.

6. Conclusion

In summary, the outcome of this research indicated that talent retention is significantly influenced by organizational culture, particularly in the dynamic and competitive biotech industry. Organizational culture, conceptualized through the model of Competing Values (CVF), exerts a multidimensional influence on talent retention. Hence, the findings allow for the formulation of recommendations in order to enhance talent retention. In line with this research, contemporary studies argued that organizational culture is a critical factor influencing talent retention; and acting as a guiding force that shapes employee behavior,

decisions, and interactions through shared values, beliefs, and norms. It enhances innovation, and commitment by empowering employees, encouraging participation, and providing inspirational motivation.

Therefore, this research attempted to provide valuable contributions to the body of knowledge; and propose useful insights that may enhance the decision-making process. Hence, it might be beneficial and interesting for future studies to conduct the same research model but including control variables (e.g. work engagement, organizational commitment, job satisfaction ...). This would allow for a better understanding of the influence of market culture on employees' intention to stay.

Finally, we suggest that organizations must be conscious of the pivotal role that organizational culture plays in shaping employees' attitudes and behavior. Accordingly, leaders and managers need to create family culture environment at workplace, focusing on team building, open communication, mentorship programs, and participative leadership to strengthen social bonds. Nurturing adhocracy culture will encourage innovation, professional development, and empower employees in their projects.

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