Tuijin Jishu/Journal of Propulsion Technology
ISSN: 1001-4055
Vol. 46 No. 04 (2025)

The Impact of Organizational Culture on Information Technology Talents' Retention in Nigerian Banks

Osinlu, Bamidele Olusiji Asonye, Bright

Abstract

The study investigates the relationship between organizational culture and information technology (IT) staff retention in Nigerian banks, comparing Tier-1 and Tier-2 institutions. Using a mixed-method approach, survey data (*N=150*) were collected on cultural dimensions (supportiveness, innovation, hierarchy, communication, and work-life balance) and retention success indicators (loyalty and turnover intent). Descriptive analyses, reliability tests (Cronbach's α), Pearson correlations, and multiple regression were used as statistical operations to evaluate the predictive power of culture on retention. Qualitative interviews were thematically coded to shed light on the issues of cultural misfit, recognition, work-life balance, and career development. Results revealed that cultural factors did not have a significant predictive relationship with loyalty or turnover intent, although supportiveness had a marginal effect on turnover. There were very slight differences in cultural and retention measures on the comparative analysis of Tier-1 and Tier-2 banks. The study, therefore, indicates that retention goes beyond cultural dimensions, and other factors that were not necessarily analyzed in the current research may play a critical role.

Keywords: Organizational Culture, Employee Retention, IT Talents, Staff Attrition, Work-life-balance, Career Growth.

Introduction

The banking industry in Nigeria is a vibrant driver of economic development and financial intermediation, increasingly shaped by digital innovation. In 2024, Nigerian banks reportedly spent 518.5 billion naira on IT infrastructure to finance digital banking, cybersecurity, and operational efficiency, which is approximately twice the amount invested in 2023 (Anthony, 2025; Akintaro, 2025). These figures represent a shift in mindset, underscoring the idea that digital banking is no longer a supplementary or ancillary service; it is evolving as an essential, foundational sector, powered by AI, mobile applications, biometric systems, and automated risk management systems (Kevin & Ivy, 2025).

According to the current literature, the efficiency of these systems depends on the availability of skilled IT professionals. The inflow of capital has not alleviated the problems of banks filling in crucial roles, especially in cybersecurity, artificial-intelligence applications, and data analytics (Farayola, 2024). Nigeria ranks among the highest-targeted African countries when it comes to cyberattacks, and the global cybersecurity skill gap is growing (Nicholas et al., 2023; Doghudje, 2025). With inequalities in compensation and career growth, the best talent usually leaves the country either through emigration as also known as*japa,* hence increasing the shortage in the banking industry (Nicholas et al., 2023).

Attrition is also compounded by concomitant internal organizational constraints. A recent study on talent retention within the banking sector of Nigeria pointed out that, besides salaries, other reasons why employees leave an organization include limited ability to enhance their careers, inadequate management skills, ineffective working

conditions, and rigid organizational hierarchies (Bamigboye & Abdulazeez, 2023). Even though several institutions recognize the significance of transparency, such cultural aspects are poorly established and can likely be a cause of turnover among technology staff who are out to pursue innovation, growth, and recognition.

The intersection between the increase in demand for complicated IT systems and the shortage of appropriately skilled and culturally involved personnel further highlights the importance of investigating the role of organizational culture in retaining talent. With banks moving towards greater digitalization as well as improved resilience against cybersecurity threats, the compatibility between corporate culture and the expectations of IT personnel becomes a critical ingredient to maintaining such a transition (Saeed et al., 2023). It is against this background that the need to explore the influence of organizational culture on the retention of IT talent in the banking industry in Nigeria emerges.

Research Objectives

i. To examine the influence of organizational culture dimensions (supportiveness, innovation, hierarchy, communication, work-life balance) on IT staff retention in Nigerian banks.

ii. To assess the predictive power of cultural factors on employee loyalty and turnover intention.

iii. To compare organizational culture and retention outcomes between Tier-1 and Tier-2 banks.

iv. To explore IT staff perceptions regarding cultural fit, recognition, work-life balance, and career growth through qualitative interviews.

Literature Review

Theoretical Foundations

Organizational culture has been widely theorized as a determinant of employee behavior, motivation, and retention. According to Schein (2010), culture can be described as a set of shared basic assumptions created to allow organizations to cope with external adaptation and internal integration (Akpa et al., 2021). The cultural dimensions framework developed by Hofstede, though initially applied cross-nationally, has been further modified to suit organizational analysis, and the dimensions of power distance, uncertainty avoidance, and individualism-collectivism have been identified as having a strong impact on the experiences of employees (Rojo et al., 2020; Saleem &Larimo, 2016; Khlif, 2016). The Competing Values Framework (Cameron & Quinn, 2011) also offers an analytical paradigm, which categorizes types of organizational culture into clan, adhocracy, market, and hierarchy types, each with specific organizational implications in terms of engagement and retention of employees.

These cultural views are accompanied by employee retention models. In psychological contract theory, it is believed that the unspoken expectations existing between workers and their employers have a great impact on retention; the violation of such psychological contracts, such as a lack of adequate recognition or career development, is usually the cause of turnover (Soomro et al., 2024). A similar interpretation can be found in Social Exchange Theory (Blau, 1964), where a reciprocal exchange is seen as the cause of retention, where healthy cultural environments breed loyalty and unhealthy environments cause employees to flee (Fountain, 2018). Taken together, these theories point out that cultural similarity and relationships based on trust are key to retaining IT professionals in competitive industries.

Global Insights on IT Talent Retention

Information and technology (IT) workers in the global labor market exhibit a higher tendency to occupational mobility compared to workers in the majority of other labor markets, a factor that has been attributed to the elasticity of demand and the high level of skills portability in the IT industry (Atasoy et al., 2021; Robinson, 2018)). Evidence from empirical studies in advanced economies has shown that organizational culture has a significant impact on a number of labor-related outcomes, including job satisfaction and turnover intention (Wu et al., 2017). To illustrate,

Trinkenreich et al. (2023) prove that pro-social and innovative cultures promote the highest levels of commitment among IT staff members in technology companies in the United States, and hierarchical parameters are associated with increased burnout. Additional support of these findings comes in the form of complementary evidence provided by Panda and Sahoo (2021) regarding India, where cultural factors involving recognition, inclusivity, and work-life balance have been proven to be factors that determine the willingness of IT employees to stay in a company despite external lucrative offers. Similar results are provided by Martins and Martins (2014) in the case of South Africa, where cultural variables were identified as being more relevant in explaining employee retention as compared to financial incentives in the knowledge-intensive sectors. Taken together, these studies reaffirm that it is not remuneration in a vacuum but organizational culture as a whole that serves as a key determinant of IT retention.

Nigerian Context

In the Nigerian setting, the literature has already listed an assortment of cultural barriers that the banking industry is facing, but there is little research that specifically focuses on IT talent. The research done by Akinbode and Shadare (2019) proved that authoritarian leadership and strict hierarchies are deeply rooted in Nigerian banks, often killing the morale of the workforce. At the same time, the blistering growth of fintech has created alluring opportunities for IT specialists offering flatter organizational hierarchies and more innovative cultures (Onwuka & Oko, 2021). Labor mobility has been fueled by the phenomenon of talent poaching between banks and fintechs; most professionals refer to cultural incompatibility and a lack of career growth opportunities as their primary reasons to quit (Dzreke, 2025). Moreover, the so-called *japa* migration wave, when skilled Nigerians seek distant or foreign positions, further intensifies the issue, given that most international companies can not only provide better pay but also a more adaptable and flexible work culture (Nike, 2023).

Methodology

Research Design

This study adopted a cross-sectional, mixed-methods design, combining quantitative surveys and qualitative interviews to examine the influence of organizational culture on IT staff retention in Nigerian banks. The quantitative part of the study involved the use of structured questionnaires, whereas the qualitative part used semi-structured interviews.

Population and Sampling

The target population comprised IT staff across Tier-1 and Tier-2 banks in Nigeria. The industry reports have estimated this population to be around 1,200. With this finite population, a sample size was determined through the following formula, postulated by Kothari (2004):

$$n = \frac{N \cdot Z^2 \cdot p \cdot (1-p)}{(N-1) \cdot e^2 + Z^2 \cdot p \cdot (1-p)}$$

Here:

n = required sample size

N= population size (1,200)

Z = Z-value for 95% confidence level (1.96)

p = estimated proportion of the attribute (0.5 for maximum variability)

e = margin of error (0.08)

Substituting the values:

$$n = \frac{1200 * 1.96^2 * 0.5 * (1 - 0.5)}{(1200 - 1) * 0.08^2 + 1.96^2 * 0.5 * 0.5} = 133.481$$

Using the sample size formula for finite populations, the calculated minimum sample size was 133.4 respondents. To account for potential non-response or incomplete data, a 15% contingency was added, bringing the effective sample size to approximately 152. However, a total of 150 respondents were therefore selected using stratified random sampling, ensuring proportional representation of Tier-1 and Tier-2 banks.

Data Collection

An internet-based survey, precisely Google Form, was used to gather quantitative information on the dimensions of organizational culture and retention outcomes on a 5-point Likert scale. To capture the perceptions of the culture and stories of retention, a complementary set of semi-structured interviews was completed with a sub-sample of 20 IT staff.

Data Analysis

Descriptive statistics, correlation matrices, and multiple regression analysis were performed on the survey data. The reliability of each construct was checked by calculating Cronbach's alpha. Thematic analysis of the qualitative data, including the word-frequency counts and sentiment analysis, was conducted and visualized using word clouds.

Results and analysis

Data Presentation

Table 4.1. Demographic Profile of Respondents (N = 150)

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	95	63.33
	Female	55	36.65
Age Group	20–29 years	41	27.33
	30–39 years	39	26.00
	40–49 years	50	33.33
	50–59 years	20	13.33
	60 years and above	0	0.00
Years in Banking IT	0–3	23	15.33
	3–5	22	14.65

	6–10	29	19.33
	More than 10 years	76	50.65
Bank Tier	Tier-1	94	62.67
	Tier-2	56	37.33

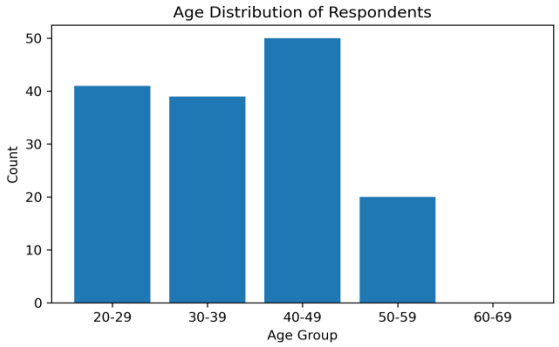

Fig 01: image showing the age distribution of respondents

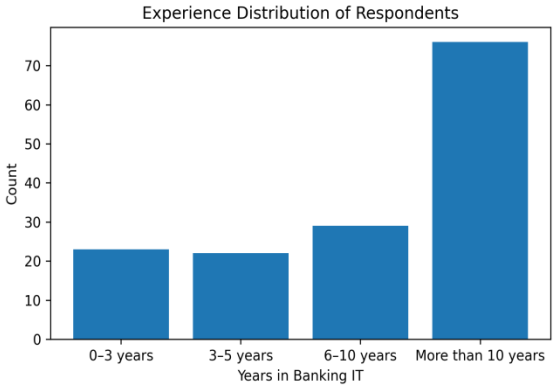

Fig 03: image showing staff' years of experience

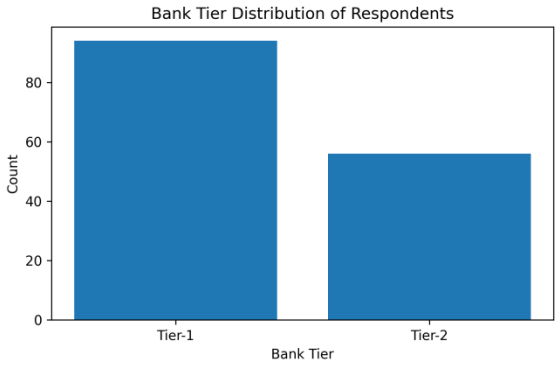

Fig 02: image showing bank tier distribution of respondents

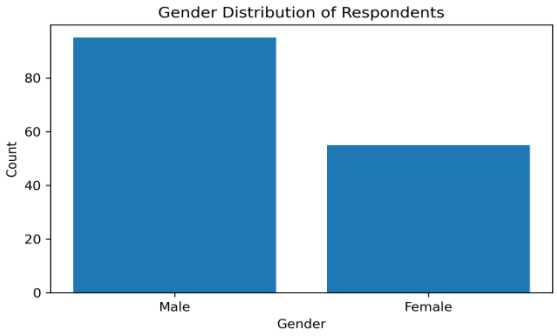

Fig 04: image showing the gender distribution of respondents

In the current research, responses from 150 Nigerian banking information technology (IT) professionals were utilized for analysis. The sample was of moderate diversity in terms of gender, age, professional tenure, and institutional tier. The majority of respondents were male (63.3 %) as compared to 36.7 % of female respondents. The age profile revealed that the staff was most often likely to fall in the 40-49-years age range (33.3 %), followed by the 20-29 (27.3 %) and 30-39-old (26 %) age groups, which signify a relatively equal proportion of early- and middle-career personnel, and fewer belonging to the 50-59 (13.3 %). However, no staff of more than 60 years was recorded. Concerning the professional tenure, 50.7 percent of the respondents indicated more than 10 years of experience in banking IT; smaller percentages indicated shorter periods: 0-3 years (15.3 %), 3-5 years (14.7 %), and 6-10 years (19.3 %), which is indicative of a senior-heavy workforce. In addition, there was a higher representation of larger and more established organizations, as most respondents worked in Tier-1 banks (62.7 %) and only 37.3 %

in Tier-2 institutions. Taken together, these distributions suggest that the study will mainly provide insights into seasoned professionals who are confined to the best banks in Nigeria.

Descriptive statistical computation

Table 02: Descriptive Statistics of Key Constructs

Variable	Mean	SD
Supportiveness	2.92	1.416679168
Innovation	3.02	1.421172595
Hierarchy	2.94	1.466539551
Communication	2.913333333	1.409158284
WorkLifeBalance	3.04	1.4603484
Loyalty	2.906666667	1.406345479
TurnoverIntent	3.20	1.385446891
Cronbach Alpha α	0.203078961	

Reliability tests (Cronbach's alpha)

Cronbach's Alpha (α) was computed to assess the internal consistency of the seven culture–retention variables (Supportiveness, Innovation, Hierarchy, Communication, Work–Life Balance, Loyalty, and Turnover Intent). The coefficient was derived using the standard formula:

$$\alpha = \frac{k}{k-1}\left(1 - \frac{\sum_{i=1}^{k}\sigma_i^2}{\sigma_T^2}\right)$$

The reliability coefficient (alpha = 0.203) showed that there is weak consistency within the items used, thus it indicates that the variables in the study may not reveal the intended one-dimensional construct of organizational culture and retention.

Correlation Analysis

A Pearson correlation matrix was calculated to test the linear relationships between cultural issues and retention-related outcomes. Both loyalty and turnover intent were correlated with dimensions of workplace culture ranked in terms of supportiveness, innovation, and communication. A significance level ($p < 0.05$ and $p < 0.01$) was used to determine statistically significant associations.

Table 03: Correlation Matrix of Organizational Culture and Retention Outcomes

Variable 1	Variable 2	r-value	p-value	Significance
Supportiveness	Loyalty	0.037	0.656	n.s.
Supportiveness	Turnover Intent	-0.142	0.082	n.s. (marg.)
Innovation	Loyalty	-0.023	0.784	n.s.
Innovation	Turnover Intent	0.056	0.497	n.s.
Hierarchy	Loyalty	0.010	0.901	n.s.
Hierarchy	Turnover Intent	0.013	0.879	n.s.
Communication	Loyalty	-0.052	0.531	n.s.
Communication	Turnover Intent	0.023	0.783	n.s.
Work–Life Balance	Loyalty	-0.011	0.891	n.s.
Work–Life Balance	Turnover Intent	0.013	0.878	n.s.

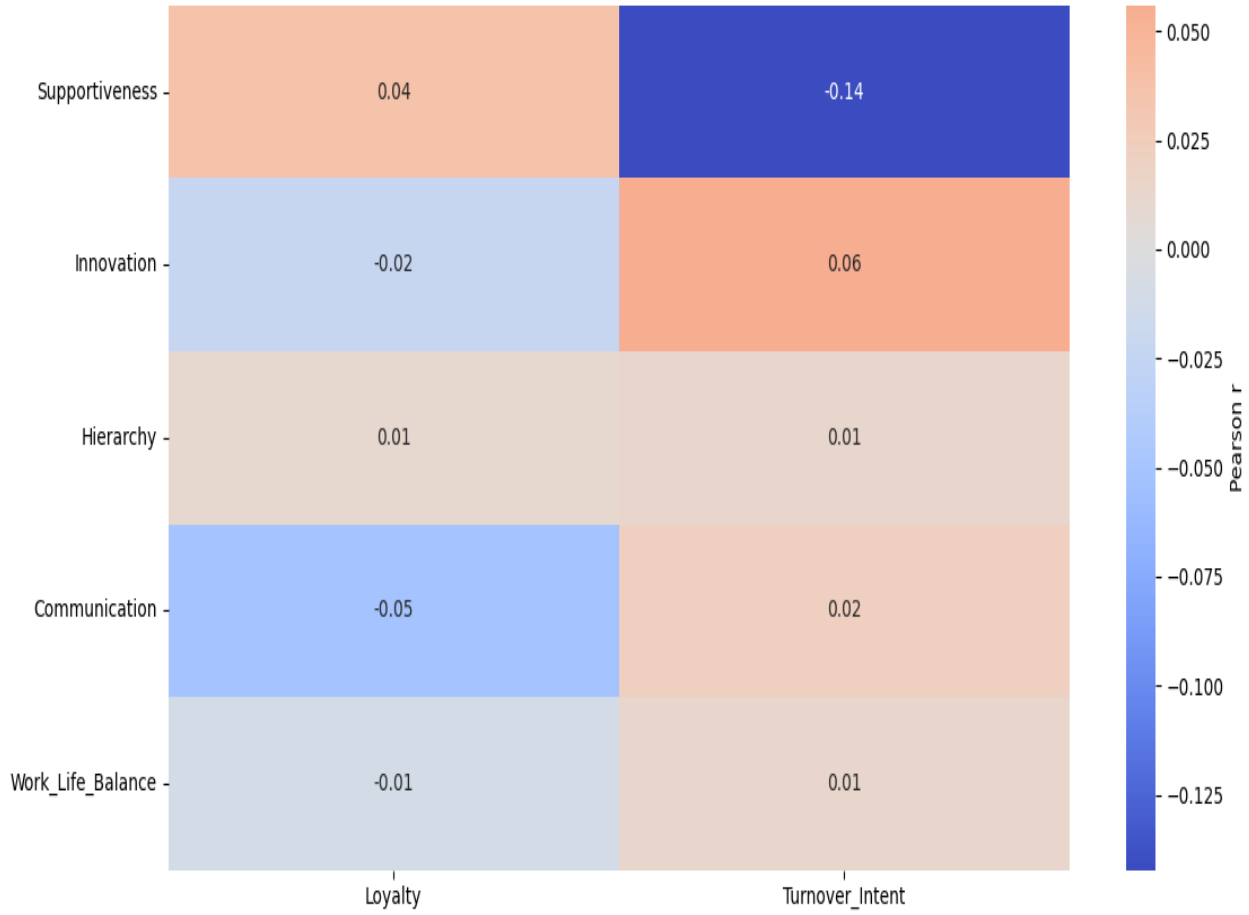

Fig 05: image showing correlation heatmap of associated variables

According to the Pearson correlation data (Table 03) analyzed, no cultural dimension (Supportiveness, Innovation, Hierarchy, Communication, WorkLife Balance) is significantly associated with retention indicators at the standard $p < 0.05$ level. The correlations are overall small, with a range of values between -0.142 and 0.056, indicating only slight linear relationships. Thus, the perceptions of such culture attributes as perceived by employees themselves do not have a strong predictive power regarding their retention intentions or the levels of loyalty. The trend highlights the importance of more stringent multivariate modelling to explore potential composite or indirect correlations between these constructs.

Regression Analysis

Regression analysis is a statistical technique used to examine the relationship between a dependent variable and one or more independent variables, providing insights into how changes in predictors explain variations in outcomes. It helps in understanding the strength, direction, and significance of these associations. The general formula for a multiple linear regression is:

$$Y = \beta 0 + \beta 1X1 + \beta 2X2 + \ldots + \beta nXn + \varepsilon$$

Applied to this study, the model becomes:

$$\text{Retention Outcome} = \beta 0 + \beta 1(\text{Supportiveness}) + \beta 2(\text{Innovation}) + \beta 3(\text{Hierarchy}) + \beta 4(\text{Communication}) + \beta 5(\text{Work–Life Balance}) + \varepsilon$$

Predicting Employee Loyalty

Table 04: OLS Regression Results Predicting Employee Loyalty

Variable	Coefficient (β)	Std. Error	t-value	p-value	95% CI (Lower)	95% CI (Upper)
Constant	2.984	0.485	6.153	0.000	2.026	3.943
Supportiveness	0.040	0.084	0.482	0.630	-0.125	0.206
Innovation	-0.018	0.084	-0.208	0.835	-0.183	0.148
Hierarchy	0.010	0.080	0.119	0.905	-0.149	0.168
Communication	-0.050	0.085	-0.585	0.560	-0.218	0.118
Work–Life Balance	-0.009	0.081	-0.106	0.915	-0.169	0.152

Model Fit: $R^2 = 0.005$, Adjusted $R^2 = -0.030$, $F(5,144) = 0.1348$, $p = 0.984$

Testing Regression Diagnostics

Table 05: test diagnostics

Test / Statistic	Value	p-value	Interpretation
Omnibus (Normality)	101.586	0.000	Residuals are not normally distributed
Jarque-Bera	10.454	0.005	Confirms non-normality of residuals
Skew	0.045	–	Residuals nearly symmetric
Kurtosis	1.710	–	Light-tailed (platykurtic) distribution
Durbin-Watson	1.884	–	No significant autocorrelation
Condition Number	29.0	–	Borderline collinearity, not critical

The regression model was implemented to determine the degree to which organizational culture variables explain Employee Loyalty, and the results indicated that the dimensions explain only 0.5 percent of the variance ($R 2 = 0.005$). The findings also show that the regression model is not significant ($F (5,144) = 0.135$, $p = 0.984$). All the predictors are significant (all $p > 0.05$), and only the intercept has a meaningful baseline value (2.984, $p < 0.001$). These results suggest that, in this sample, the measured cultural dimensions do not directly predict loyalty, potentially due to unmeasured factors, limited sample variability, model limitations, or indirect effects mediated through other variables like job satisfaction or engagement.

Predicting Turnover Intent

This analysis continues by determining whether the same group of cultural dimensions- Supportiveness, Innovation, Hierarchy, Communication, and Work-Life Balance-significantly predict Employee Turnover Intent. Turnover Intent is the dependent variable (DV), whereas the independent variables (IVs) remain the same set of cultural predictors(Supportiveness, Innovation, Hierarchy, Communication, and Work–Life Balance).

Table 06:OLS Regression Results Predicting Turnover Intent

Predictor	Coefficient (β)	Std. Error	t-value	p-value
Constant	3.265	0.472	6.911	0.000
Supportiveness	-0.151	0.082	-1.853	0.066
Innovation	0.067	0.082	0.814	0.417
Hierarchy	0.024	0.078	0.306	0.760
Communication	0.013	0.083	0.159	0.874
Work–Life Balance	0.022	0.079	0.275	0.783

$R^2 = 0.027$, Adjusted $R^2 = -0.007$, $F(5, 144) = 0.791$, $p = 0.558$

It indicates that the regression model explains 2.7 % of the variance in Turnover Intent, and the adjusted R-squared is near zero, reflecting extremely low explanatory power. No cultural predictors are statistically significant, although Supportiveness has a marginal negative value ($p = 0.066$), which implies that it might slightly decrease the turnover intention. In general, the F-statistic is not significant, and residual diagnostics do not show any critical problems, which means that cultural dimensions as a group do not predict turnover intent in this sample.

Thematic Insights

IT staff interviews through thematic analysis identified four cultural problems that impact retention. Cultural Misfit emphasized the exasperation of hierarchical decision-making, which interferes with agile work. Recognition and Support revealed that IT contributions are often ignored and overlooked, despite management praising profits. Work-life Balance highlighted intense workloads. Career Growth reported that fintech companies are appealing to talent because of more defined career progression.

Table 07: Thematic Insights from Interviews

Theme	Theme statements	Top Words (Frequency)	AverageSentiment Polarity

Cultural Misfit	The bank emphasizes hierarchy too much; every decision has to pass layers of approval.	bank (1), emphasizes (1), hierarchy (1), decision (1), pass (1)	0.225
Recognition and Support	Management praises profit achievements, but IT contributions often go unnoticed.	management (1), praises (1), profit (1), achievements (1), contributions (1)	0.225
Work-life Balance	The workload is intense, especially during system migrations, and culture doesn't support downtime.	workload (1), intense (1), especially (1), system (1), migrations (1)	0.225
Career Growth	Many colleagues leave because fintechs offer clearer progression and faster promotions.	many (1), colleagues (1), leave (1), fintechs (1), offer (1)	0.225

Word frequency analysis

Word-frequency analysis of 20 open-ended responses among health-service personnel indicated that words that were used frequently conveyed hierarchy, managerial recognition, workload, and career opportunities. The average sentiment polarity over the entire comments was 0.225, which means that, even though they are mentioned, overall attitudes are not too pessimistic. The presence of a visual representation of the identified themes in the staff narratives, the generated word cloud, highlights the salience of the identified themes.

Fig 06: word cloud, highlighting identified themes

Comparison of Tier-1 and Tier-2 Banks on Cultural and Retention Variables

The current study explains differences between Tier-1 and Tier-2 banks in terms of organizational cultural dimensions and indicators of attrition. The comparison of group differences in the variables of Supportiveness, Innovation, Hierarchy, Communication, Work-Life Balance, Loyalty, and Turnover Intent was performed using independent-samples t-tests. The results indicate whether bank tier is associated with systematic differences in employee perceptions and retention outcomes.

Table 08: Cross-Bank Comparison of Retention Drivers

Variable	Tier-1 Mean	Tier-1 SD	Tier-2 Mean	Tier-2 SD	t-value	p-value
Supportiveness	2.926	1.497	2.911	1.283	0.064	0.949
Innovation	3.096	1.376	2.893	1.498	0.827	0.410
Hierarchy	2.915	1.515	2.982	1.395	-0.277	0.783
Communication	2.840	1.362	3.036	1.489	-0.802	0.424
Work_Life_Balance	2.968	1.513	3.161	1.372	-0.800	0.425
Loyalty	2.862	1.325	2.982	1.543	-0.487	0.627
Turnover_Intent	3.085	1.365	3.393	1.410	-1.308	0.193

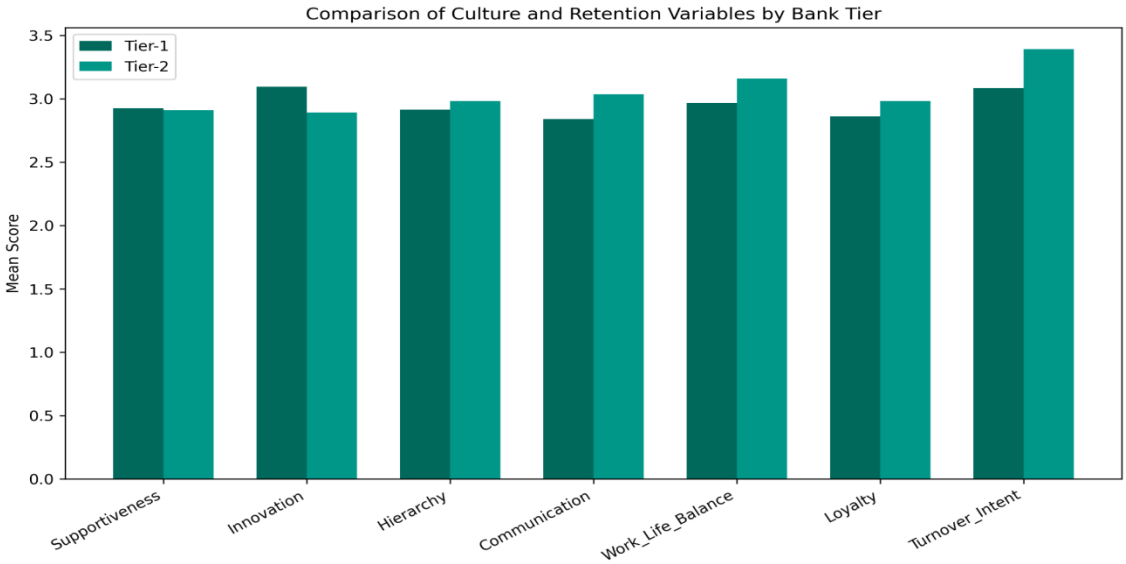

Fig 07: Visual Representation of Cross-Bank Comparison of Retention Drivers

Comparative analysis of cultural dimensions and retention outcome between Tier-1 and Tier-2 banks reveals that the scores on Supportiveness, Innovation, Hierarchy, Communication, and Work-Life Balance remain statistically insignificant between the two groups. All dimensions did not indicate a significant difference between the independent t-tests (all $p > 0.05$). The same trend is observed with the measures related to retention: Loyalty, Turnover Intent, and the resulting composite variable of retention Loyalty-Turnover Intent are evenly divided between the levels. In addition, although Turnover Intent has a weak positive correlation with bank-tier status (that is, employees in Tier-2 banks have slightly higher turnover intentions), the difference is not statistically significant. Similarly, though Work-Life Balance and Innovation are a bit higher in Tier-2 banks, these results are statistically insignificant. Overall, the data indicate that there are no major differences in organizational culture and retention

perceptions as reflected by the cultural dimensions and retention outcomes assessed in this study across tiers of banks.

Integrative insights and extrapolations

The current research examined the relationship between the dimension of the organization culture and information technology (IT) employee retention in Tier-1 and Tier-2 banks in Nigeria. Descriptive statistics revealed that the respondents had been largely male (63 %), of a large age range (20-49 years), and of different tenures (0-10 + years). Most respondents were Tier-1 graduates (63 %).

Correlation and regression analysis revealed very weak linear associations between culture dimensions (Supportiveness, Innovation, Hierarchy, Communication, and Work-Life Balance) and retention outcome (Loyalty and Turnover Intent). None of the predictor variables was significant at conventional levels, though Supportiveness was on the border of significance in lowering turnover intention. These findings indicate that although organizational culture can have a say in retention, in Nigeria, structural and motivational parameters like compensation, leadership, career advancement, and job security may be more worthy determinants.

Additional details were provided by qualitative findings. Cultural Misfit, Recognition and Support, Work-life Balance, and Career Growth themes underscored the lived experiences of IT staff. Here, participants felt frustrated by rigid hierarchies, unrecognized efforts, heavy workloads, and a lack of opportunity to advance their careers. These accounts support cultural variables as a proxy indicator of retention, but the lack of statistically significant quantitative associations illustrates that IT retention in Nigerian banking in general is not simple.

The comparisons of Tier-1 and Tier-2 institutions did not yield any statistically significant differences in any of the cultural or retention variables, which suggests that bank tier alone is not a systematic influence on the perceptions and intentions of IT employees. Collectively, both the quantitative and qualitative results indicate a multifactorial model where culture interacts with structural and motivational factors.

Conclusion

This paper examines how five organizational culture dimensions (Supportiveness, Innovation, Hierarchy, Communication, and Work-Life Balance) relate to retention among information-technology (IT) employees in Nigerian Tier-1 and Tier-2 banks. A mass survey of 150 bank workers produced conflicting results: statistical tests show that no cultural dimension has any significant effect on employee loyalty or the intention to leave. By contrast, the qualitative answers repeatedly mention the obstacles of hierarchies, limited recognition, and limited career development as the main retention issues. Comparisons between the Tiers showed that there was little difference in cultural perceptions and retention assessment, implying that the dynamics of organizations, as opposed to stratification in banks, influence such results.

These findings can help the literature in highlighting how the conventional cultural constructs have a weakness in explaining IT retention in banking environments. The practical implications are that banks that want to retain the IT talent should consider comprehensive plans that incorporate cultural enhancement coupled with effective career development initiatives, clear recognition programs, moderate workload plans, and the ability to pay competitive remuneration. There are a number of limitations to be identified, firstly, the sample size may be said to be rather modest (N = 150), the use of a self-report survey, and the concentration on the bank industry can limit the external validity. Besides, there are too many complex factors not yet discussed, e.g., leadership quality, compensation, and perceived job security. To expand the scope of interpretation, future research should be longitudinal, include more predictors, and compare bank results with those of fintech organizations. The use of qualitative data in combination with quantitative measures would also be able to shed more light on indirect or mediated pathways between organizational culture and retention.

Reference

1. Akinbode, G. A., &Fagbohungbe, O. B. (2019). *Leadership and organizational factors as predictors of workers' organizational commitment in Nigeria: An empirical analysis*. Business and Management Research, 1(2), 69–80. https://doi.org/10.5430/bmr.v1n2p69
2. Akpa, V. O., Asikhia, O. U., & Nneji, N. E. (2021). Organizational culture and organizational performance: A review of literature. *International journal of advances in engineering and management*, *3*(1), 361-372.
3. Atasoy, H., Banker, R. D., & Pavlou, P. A. (2021). Information technology skills and labor market outcomes for workers. *Information Systems Research*, *32*(2), 437-461.
4. Bamigboye, T & Abdulazeez, A (2023). *An investigation into the retention of talent in the Nigerian banking sector*. ResearchGate. Retrieved fromhttps://www.researchgate.net/publication/377341817_An_Investigation_into_the_Retention_of_Talent_in_the_Nigeria_Banking_Sector
5. Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework* (3rd ed.). Jossey-Bass.
6. Dzreke, S. S. (2025). The great skills exodus: How Nigeria and Ghana lost $2.3 b in human capital as 38% of tech graduates migrated in 2023. *Advanced Research Journal*.
7. Farayola, O. A. (2024). Revolutionizing banking security: integrating artificial intelligence, blockchain, and business intelligence for enhanced cybersecurity. *Finance & Accounting Research Journal*, *6*(4), 501-514.
8. Fountain, L. T. (2018). *Mentoring elements that influence employee engagement* (Doctoral dissertation, Walden University).
9. Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind* (3rd ed.). McGraw-Hill.
10. Khlif, H. (2016). Hofstede's cultural dimensions in accounting research: a review. *Meditari Accountancy Research*, *24*(4), 545-573.
11. Kothari, C. R. (2004). *Research methodology: Methods and techniques* (2nd ed.). New Age International Publishers.
12. Martins, N., & Martins, E. (2014). *Perceptions of age generations regarding employee satisfaction in a South African organisation*. Mediterranean Journal of Social Sciences, 5(21), 129-140. https://doi.org/10.5901/mjss.2014.v5n21p129
13. Panda, P. K., & Sahoo, C. K. (2021). *Work-life balance among IT professionals in India: A systematic review*. International Journal of Human Capital and Information Technology Professionals, 12(4), 45–63.https://www.researchgate.net/publication/386242315_A_systematic_review_on_work-life_balance_among_IT_professionals_in_India
14. Robinson, C. (2018). Occupational mobility, occupation distance, and specific human capital. *Journal of Human resources*, *53*(2), 513-551.
15. Rojo, J., Everett, B., Ramjan, L. M., Hunt, L., &Salamonson, Y. (2020). Hofstede's cultural dimensions as the explanatory framework for performance issues during clinical placement: A mixed methods study. *Nurse education today*, *94*, 104581.
16. Saeed, S., Altamimi, S. A., Alkayyal, N. A., Alshehri, E., &Alabbad, D. A. (2023). Digital transformation and cybersecurity challenges for businesses resilience: Issues and recommendations. *Sensors*, *23*(15), 6666.
17. Saleem, S., &Larimo, J. (2016). Hofstede cultural framework and advertising research: An assessment of the literature. *Advances in Advertising Research (Vol. VII) Bridging the Gap between Advertising Academia and Practice*, 247-263.
18. Soomro, A., Ramendran, C., & Mohamed, R. K. M. H. (2024). The role of psychological contracts in enhancing employee retention strategies. *Semarak Advanced Research in Organizational Behaviour*, *3*(1), 1-20.

19. Trinkenreich, B., Stol, K.-J., Steinmacher, I., Gerosa, M., Sarma, A., Lara, M., Feathers, M., Ross, N., & Bishop, K. (2023). *A model for understanding and reducing developer burnout*. arXiv. https://arxiv.org/abs/2301.09103
20. Wu, W., Rafiq, M., & Chin, T. (2017). Employee well-being and turnover intention: Evidence from a developing country with Muslim culture. *Career Development International*, *22*(7), 797-815.
21. Nwokoma, C. (2021, May 5). *Attracting and retaining talents remains Nigerian fintech startups' biggest challenge – Report*. Techpoint Africa. https://techpoint.africa/2021/05/05/attracting-talents-fintech-nigeria/
22. Nicholas N, Herald A, Tobi T. (2023, July 31). *Nigerian banks risk cyberattacks amid tech talent exodus*. The Africa Report. https://www.theafricareport.com/317271/nigerian-banks-risk-cyberattacks-amid-tech-talent-exodus/
23. Nike P. (2023, November 15). *Japa: Mass exit of specialised workers exposes Nigerian banks' underbelly*. Punch Nigeria. https://punchng.com/japa-mass-exit-of-specialised-workers-exposes-nigerian-banks-underbelly/
24. Kevin, C. & Ivy, J. (2025, January). *Adoption of emerging technologies in Nigerian banks: Challenges and security implications*. ResearchGate. Retrieved fromhttps://www.researchgate.net/publication/389216876_Adoption_of_Emerging_Technologies_in_Nigerian_Banks_Challenges_and_Security_Implications
25. Doghudje, I. (2025, January 22). *Safeguarding Nigeria's financial future: Lessons from cybersecurity breaches*. Guardian Nigeria.https://guardian.ng/technology/safeguarding-nigerias-financial-future-lessons-from-cybersecurity-breaches/
26. Akintaro, Samson. (2025, April 25). *Nigerian banks spent N518.5 billion on IT in 2024 as digital banking, cybersecurity drive boom*. Nairametrics.https://nairametrics.com/2025/04/25/nigerian-banks-spent-n518-5-billion-on-it-in-2024-as-digital-banking-cybersecurity-drive-boom/
27. Anthony O, (2025, April 25). Nigerian banks spent N518.5 billion on IT in 2024 as digital banking, cybersecurity drive boom. *Business Times Nigeria*.https://www.businesstimes.com.ng/2025/04/nigerian-banks-spent-n518-5-billion-on-it-in-2024-as-digital-banking-cybersecurity-drive-increase/