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ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT
MS.C PROGRAM

**Factors That Affect Turnover Intention: A Mediation
Analysis of Employee Engagement in the Case of Public
Health Centers in Addis Ababa Gulele Sub-City**

**Presented in Partial Fulfillment of the Requirements
for the Degree of Master of Science in Management**

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May 2020

**ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND
ECONOMICS DEPARTMENT OF MANAGEMENT**

DECLARATION

I, the undersigned, declare that this study entitled: - **“Factors That Affect Turnover Intention: A Mediation Analysis of Employee Engagement. (The Case of Public Health Centers in Addis Ababa Gulele Sub City)”** is my original work and has not been presented for a degree in any other University, and that all sources of materials used for the study have been duly acknowledged.

Declared By:

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Signature _____

Date _____

STATEMENT OF CERTIFICATION

This is to certify that **Ketsela Mekonnen Betru** has carried out his research work on the topic entitled, **“Factors That Affect Turnover Intention: A Mediation Analysis of Employee Engagement. (The Case of Public Health Centers in Addis Ababa Gulele Sub City)”**. The work is original and is suitable for submission for the award of the Degree of Master of Science in Management at Addis Ababa University.

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LIST OF ACRONYMS

HRM - Human Resources Management

MBI -Maslach Burnout Inventory

NGO – Non-Government Organizations

NHS – National Health Service UK

OCB- Organizational Citizenship Behavior

P-J-F- Person Job Fit

P-O-F- Person Organization Fit

SET- Social Exchange Theory

SPSS -Statistical Package for Social Science

VIF-Variable Inflation Factor

WHO- World Health Organization

WLB-Work Life Balance

ABSTRACT

High employee turnover can be an indicator of organizations fails to achieve their goals. The purpose of this research was to investigate the antecedents and consequence of employee engagement. The study consisted of measures of employee engagement with antecedents of - employee recognition, distributive justice, procedural justice, interactional justice, person-job fit, and work-life balance; and employee engagement as a mediator variable between the antecedent variables and the outcome variable employee turnover intention. Data was collected through a five-point Likert scale questionnaire to 237 randomly selected employees. The non-responding rate was 5 percent. All the data were checked for missing values using SPSS version 25 and no missing data was found. Correlation and regression analyses were tested. The result indicated there is a positive relationship between the antecedent variables and employee engagement; and a negative relationship with the outcome variable. The result also indicated there is a negative relationship between employee engagement and turnover intention, Moreover the result showed employee engagement partially mediates the relationship between the antecedent variables and the outcome variable. The practical implication of the study is managers of the study population need to focus on employee engagement in order to reduce the turnover intention of their employees as the study confirmed there is a strongly negative relationship between the two. The managers need also to focus on how to identify the real determinants of employee engagement so that they are able to increase the level of their employee engagement. The result of the study also implies the managers need to focus on the non-financial aspects of employee engagement to retain their best talents typically at the time of financial problems, Furthermore, on the basis of the research findings, appropriate recommendations for practice along with directions for further studies have been forwarded.

Key Terms: - Turnover Intention, Employee Turnover, Employee Engagement, Employee Recognition, Distributive Justice, Procedural Justice, Interactional, Person-Job-Fit, Work Life Balance

CHAPTER ONE

1. INTRODUCTION

The chapter provided the introduction part of the research. The first section consists of the background and view of the research. It follows the objective of the study, the significance of the research, scope of the research, limitations of the research, and organization of the study.

1.1.BACKGROUND OF THE STUDY

In today's knowledge economy, the value of employee has become decisive in determining organizational success. "The most valuable assets of a 20th-century company were its production equipment," whereas the most valuable asset of a 21st-century institution, whether business or non-business, will be its knowledge workers and their productivity" Drucker (1999). Several scholars explained the values of employees in different ways. Boudreau and Ramstad (2007) demonstrated, "Whether it is called "people," "labor," "intellectual capital," "human capital," "human resources," "talent," or some other term, the resource that lies within employees and how they are organized is increasingly recognized as critical to strategic success and competitive advantage. Khan (2013) also demonstrated the success or failure of the organizations is largely dependent upon employees working in it.

However, the success of an organization can be affected by many factors including turnover intention. Turnover intentions relate to turnover behaviors. Understanding turnover intentions among current employees might help to identify ways to decrease turnover intentions and, thus, actual turnovers J. Price (1995). Turnover intention is among the major problems that many organizations face, because higher costs and losses could happen as a result of turnover intention, and since there are direct and indirect costs, both costs are critical, complicated, and serious. Direct costs are things such as replacement, and recruiting temporary staff; indirect costs could be more problematic, such as the moral cost of training and service quality Morrell, Loan-Clarke, and Wilkinson (2004). According to one estimate, the cost of employee turnover in the United States of America is around \$5 trillion annually Frank, Finnegan, and Taylor (2004).

However, the cost of turnover can vary from industry to industry. According to White (1995), O'Connell and Kung (2007), Moran (2011), turnover is costly to any organization but can be particularly costly for health care as turnover can lead to a worsening of the patient care experience Nurses (2006). Turnover decreases the ratio of medical staff to patients. Needleman et al. (2011) found that the risk of mortality was 6% higher on under staffed units compared with fully staffed units.

Furthermore, turnover is a major cause of concern if it occurs at a high rate in settings already plagued by workforce shortages as is often the case in healthcare systems around the world L. J. Hayes et al. (2006); Rouleau, Fournier, Philibert, Mbengue, and Dumont (2012). Globally, it was estimated there to be a deficit of about 7.2 million health professionals which could increase twofold in the next few decades Truth (2013). WHO in its report during the Third Global Forum on Human Resources for Health indicated that by 2035 the world will be short of 12.9 million healthcare workers Jadoo et al. (2015). The worker shortfall and global disease burden is more prominent in Africa, particularly sub-Saharan countries, having the least health worker to population ratio, which is not sufficient to meet the needs of the rapidly growing population (Organization, 2006). Ethiopia, despite having the highest number of health workers from sub-Saharan Africa, has been suffering from human resource for health crisis Feysia, Herbst, and Lemma (2012). The national estimated density of health workers (0.84 per 1000 population) and the distribution of physicians (0.03 per 1000 population) showed the lowest thresholds with less likely feasibility of achieving the minimum possible threshold of worker density necessary to attain the set health system goals.

Meanwhile, the Ethiopian health system which is led by the Ministry of Health is characterized by high and excessive turnover. Previous studies showed turnover was a serious issue due to the growing attrition rate of health professionals. According to Berhan (2008), since the establishment of the three prestigious medical schools (Addis Ababa 1964, Gondar 1978, Jimma 1984) till 2006, about 3728 medical doctors were graduated with an MD degree from the three medical schools. The research emphasized, within 20 years period of time (1987-2006), 73.2% of Ethiopian medical doctors left the public sector mainly due to attractive remuneration in overseas countries and local NGOs/private sectors. Realizing the problem, a “flooding” and “retention” strategies were devised by the ministry of health to retain their talents. However,

turnover still becomes a problem. According to Assefa, Mariam, Mekonnen, and Derbew (2017), turnover has become a continuous problem as the strategy was challenged by turnover.

1.2.STATEMENT OF THE PROBLEM

Turnover intention is a critical problem in health care organizations as it impacts on the quality of health service provision to patients in particular, and impacts on the health conditions of the nations in general. Turnover intentions tend to render poor service and corrode organizational effectiveness Karatepe and Ngeche (2012).

Turnover intention takes place when employees experience a sense of stressful or dissatisfaction with their employers due to various reasons. Regardless of the factors of turnover intention, organizations need to place the best employee retaining strategies to reduce the number of employees leaving the organization.

Turnover intention is caused by various reasons. Research indicated turnover intention is the result of several push and pull or internal and external factors. However, many organizations have primarily focused on the financial factors of turnover intention such as payment and benefits packages that possibly drive to turnover intention. The non-financial aspects of turnover intention have largely been overlooked. Hence, this research mainly focused on the role of employee engagement to turnover intention by taking account some of the non-financial aspects of employee engagement such as employee recognition, distributive justice, procedural justice, interactional justice, person-job fit (PJF) and work-life balance (WLB), and to investigate their relationship with turnover intention.

There is also a dearth of researches in the mediation and moderation roles of predictors of turnover intention in the health sector; hence there is a need for more researches. Empirical research in healthcare settings has been limited to an examination of the main effects of constructs on the outcomes with little attention to potentially important interactive effects Singer and Vogus (2013a); Singer and Vogus (2013b). There is a need to examine the mediating and moderating influences of predictors on turnover intention L. J. Hayes et al. (2006). This research,

therefore, focused on the mediation role of employee engagement to the relation between the independent variables above and the dependent variable turnover intention.

Furthermore, on the researcher's view, empirical researches on the turnover intention in the health sector of Ethiopian has primarily focused on investigating the perceptions of doctors while the perspectives of other healthcare professionals remain underexplored. Besides, these studies focused on the case of public hospitals, and a little some in public health centers.

The present study, therefore, seeks to address the above noted research gaps in turnover intention referring the research population in this research (seven public health centers in Gulele sub-city) by reviewing different kinds of literatures from previous researches.

1.3.RESEARCH QUESTIONS

Considering the underway public health centers, the study attempted to answer the following basic research questions:

1. What is the relationship between employee recognition and employee engagement?
2. What is the relationship between employee recognition and turnover intention?
3. What is the relationship between organizational justice (distributive, procedural, interactional justice) and employee engagement?
4. What is the relationship between organizational justice (distributive, procedural, interactional justice) and turnover intention?
5. What is the relationship between person-job fit and employee engagement?
6. What is the relationship between person-job fit and turnover intention?
7. What is the relationship between work-life balance and employee engagement?
8. What is the relationship between work-life balance and turnover intention?
9. What is the relationship between Employee Engagement and turnover intention?
10. What is the mediation role of employee engagement to the relation of the independent variables with turnover intention in this research?

1.4.OBJECTIVE OF THE STUDY

1.4.1. GENERAL OBJECTIVE

The General objective of this study was to assess the association between factors of employee engagement and outcome variable turnover intention. The study also attempted to assess the mediation role of employee engagement to the relations and forward some feasible strategies and solutions that can help to reduce employee turnover intention from the study population.

1.4.2. SPECIFIC OBJECTIVES

The study attempts to achieve the following objectives:

1. To determine some of the non-financial aspects of employee engagement to employees of the study population
2. To discover how employee engagement affects turnover intention of employees.
3. To investigate the mediation role of employee engagement.

1.5.SIGNIFICANCE OF THE STUDY

The findings of the study will benefit to the following: -

- As employee turnover/intention is critical for every organization, this research will benefit organizations to pay due attention to the impacts of employee turnover and able to formulate a compressive employee retaining strategies that address the real causes of the problems. By retaining high talents, organizations can increase the quality of service and production they produced in general and particular to health sectors the quality of health care service will increase.
- The result of the research will help managers to think about how to increase the level of their employees' engagement since employee engagement plays an important role to reduce employee turnover intention.

- The result of the research will also serve human resource management (HRM) practitioners to think in advance for manpower planning and recruitments.
- As any of the study predictor variables don't refer finance and have meaningful impacts on turnover intention, this research will benefit managers to put forward a non-financial solution typically at the time of the financial problems.
- Since there is a dearth of researches in the mediation and moderation role of employee engagement in the health sector, this research will serve as empirical evidence for future researchers.

1.6.SCOPE OF THE STUDY

Several researchers have proposed a number of drivers of employee turnover intention. However, this study limits the research on six non-financial drivers of employee engagement (Employee Recognition, Distributive Justice, Procedural Justice, Interactional Justice, Person-Job-Fit and Work- Life Balance) that possibly fit for the objective of the study. Moreover, the study is delimited to seven public health centers found in Addis Ababa, Geulele sub-city namely:- Addisu Gebeya public health center, Selam Tena public health center, Tibeb Bekechene public health center, Hidasse public health center, Maichew public health center, Gutomeda public health center and Entoto Fana public health center. Geographically, many of the public health centers inside the sub- city are located around the center of the capital city. The researcher took account that all the public health centers in Addis Ababa are operating in a similar manner in terms of management, structure, policy, procedures, etc;

1.7.LIMITATION OF THE STUDY

The researcher faced the following limitations during the study:-

- Even though there are researches employee engagements, there is a lack of consistency in its definitions, measures, antecedents, and outcomes. This makes difficult to find a unique definition and commonly accepted predictors of employee engagement.

- As it is difficult to find a unique definition of employee engagement working for every organization, the result of this study may not work for other industries different from the health industry.
- This research didn't classify the study population based on their positions due to lack of different resources. The perception of employee engagement and turnover intention may vary from doctors to nurses or health officers, midwives, laboratory technicians, pharmacists, etc.
- Finally, during the process of collecting data, the researcher encountered that some respondents were unwilling to devote time, some carelessly responded to the questionnaires and some didn't return the questionnaires. The researcher distributed extra questionnaires to overcome the drawbacks.

1.8. OPERATIONAL DEFINITIONS OF KEY TERMS

Turnover Intention is defined as an employee's voluntary intention to quit the organization Saks (2006a).

Turnover - refers the "permanent movement of an employee beyond the boundary of an organization" Rahman and Nas (2013).

Employee Engagement is defined as "being charged with energy and fully dedicated to one's work" Hallberg and Schaufeli (2006).

Employee Recognition is an appreciation shown to individuals for their achievements, either informally on a day to day basis or through formal arrangements Armstrong (2010).

Distributive Justice is defined as "the fairness of output in term of contribution, needs and equity perspective" Iranzadeh and Chakherlouy (2011).

Procedural Justice refers to the means by which outcomes are allocated, but not specifically to the outcomes Cropanzano, Bowen, and Gilliland (2007).

Interactional Justice refers how employees are treated by colleagues and supervisors, with respect and dignity Crow, Lee, and Joo (2012).

Person-Job-Fit refers to the fit of an employee's personality, skill and ability for the job s/he is supposed to do Iqbal (2016).

Work Life Balance (WLB) means an employee is achieving balance between work, home and other life roles Karthik (2013).

1.9.ORGANIZATION OF THE STUDY

The study consists of five chapters. The first chapter includes the introduction, the background of the study, statement of the problem, the objective of the study, the significance of the study, the scope of the study. The second chapter is about reviewing related literature. The third chapter deals with methodology, the fourth chapter is about analysis and interpretation. And the last chapter refers to the research findings, conclusion, and recommendations.

CHAPTER TWO

2. LITERATURE REVIEW

Introduction

In this section, different literatures with respect to the objectives of the study were thoroughly explained. The variables: turnover intention, employee engagement with the identified predictors and the mediator role of employee engagement were also being examined from the conceptual framework to empirical studies.

2.1 CONCEPT AND THEORETICAL REVIEW

2.1.1. EMPLOYEE ENGAGEMENT

Employee engagement has been understood from various academic and practical perspectives, mainly due to its recent popularity. The concept of employee engagement was first proposed by Kahn (1990) as “the harnessing of organization members” selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”. (p. 694). Following to that, many researchers have provided a variety of definitions that reflect the diverse understanding of employee engagement on factors of employee engagement and the consequences. On the other hand, personal disengagement refers to “the uncoupling of selves from work roles; in disengagement, people withdraw and defend themselves physically, cognitively, or emotionally during role performances” (p. 694). This implies employee engagement is the result of three important psychological conditions of employees the physical condition, cognitive condition, and emotional condition.

Maslach, Schaufeli, and Leiter (2001) described engagement as a psychological and emotional state, a ‘persistent, positive affective-motivational state of fulfillment’. According to Rothbard (2001), employee engagement refers to a state of being absorbed and intensely focused in one’s work Bakker, Schaufeli, Leiter, and Taris (2008) defined the term employee engagement that “it

is a psychological state where employees feel a vested interest in the organization's success and perform to a high standard that may exceed the stated requirements of the job.”

Schaufeli, Salanova, González-Romá, and Bakker (2002) referred to engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption.” They further state that engagement is not a momentary and specific state, but rather, it is “a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior” (p. 74). Vigor refers to “high levels of energy and mental resilience while working willingness to invest effort in work and persistence in the face of difficulties”; dedication represents “ a strong psychological involvement in employees’ work combined with a strong identification with their work and encompasses feelings of significance, enthusiasm, inspiration, pride, and challenge”; and absorption refers to “being happily engrossed in work, whereby time passes quickly and one has difficulties detaching ”Schaufeli et al. (2002). Thus vigor, dedication and absorption are being the core dimensions of engagement.

Another approach to defining employee engagement is from the “burnout” perspectives. Burnout researchers define engagement as the opposite or positive antithesis of burnout. According to Maslach et al. (2001), engagement is characterized by energy, involvement, and efficacy, the direct opposite of the three burnout dimensions of exhaustion, cynicism, and inefficacy. Schaufeli et al. (2002) demonstrated employee engagement is the opposites of two features of burnout: vigor and dedication. González-Romá, Schaufeli, Bakker, and Lloret (2006) defined employee engagement as the opposite of cynicism of burnout: dedication. According to Demerouti, Mostert, and Bakker (2010), employee engagement is defined as the independent of burnout and vigor.

2.1.2. EMPLOYEE ENGAGEMENT AND OTHER CONSTRUCTS

Many organizations and consulting firms consider employee engagement as similar to other important work-related constructs like job satisfaction, job involvement, organizational commitment and organizational citizenship behavior Kumar and Swetha (2011). However, in the academic literature, engagement is said to be related to but distinct from other constructs in

organizational behavior. Robinson, Perryman, and Hayday (2004) stated that: engagement contains many of the elements of both commitment and OCB, but is by no means a perfect match with either.

2.1.3. OUTCOMES OF EMPLOYEE ENGAGEMENT

Several scholars suggest that there is an association between employee engagement and turnover. In 2000 and 2002, Harter and colleagues' meta-analysis of 7,939 business units in 36 companies found a relationship between employee engagement, customer satisfaction, productivity, profit and employee turnover Harter, Schmidt, and Hayes (2002). The implication is employee engagement results in maximizing profit and reducing turnover. E. Levinson (2007) also suggested that employees who are happy in their work are more likely to stay in the organization. This entails employee engagement is the source of happiness and that leads to employees to stay with their organization. Engagement also leads to higher levels of identification with a job which may make it difficult for employees to detach themselves from the role and leave the organization Koyuncu, Burke, and Fiksenbaum (2006). Similarly, the more engaged employees are, the longer they would remain committed and such employees also stay longer with the organization Ngoben and Bezuidenhout (2011).

According to Jones, Ni, and Wilson (2009), engagement of employee is a valuable gauge to measure the connection of an employee to the place of work. This implies engaged employees have greater attachments with their organization. High levels of engagement in domestic and global firms promote retention of talent, foster customer loyalty and improve organizational performance and stakeholder value Markos and Sridevi (2010).

Saks (2006a) described employee engagement as "a distinct and unique construct consisting of cognitive, emotional, and behavioral components that are associated with individual role performance (p.602). Furthermore, he stated employee engagement increase job satisfaction, organizational commitment, organizational citizenship behavior and decrease in employees' intention to quit from their organization. He also demonstrated work engagement is directly and

positively related to employees' job satisfaction and it has a negative relationship with employee turnover intentions.

2.1.4. EMPLOYEE ENGAGEMENT IN THE HEALTH CONTEXT

Studies in health have shown employee engagement is one of the top variables correlating to mortality, complications, and accidents on the job, patient safety, clinical outcomes, staff turnover, and absenteeism. There is a strong relationship between employee engagement and organizational performances in the health care settings Dromey (2014). The more the engaged staff are, the better the outcomes for the patients. An effectively engaged workforce ends up with effective patient care and satisfied patients and employee engagement is considered vital to a high quality of care in NHS.

According to Lowe (2012), high level of employee engagement is related to retention, patient-centered care, patient safety culture and employees' positive assessments of the quality of cares or services provided by their team. In a study also by Gallup of 200 hospitals, they found that the engagement level of nurses was the number one variable correlating to mortality, even beating out the number of nurses per patient day Blizzard (2005).

2.1.5. EMPLOYEE TURNOVER INTENTION

Turnover intention reflects the attitude an employee has towards the organization. According to Berndt (1981), as cited by Staffelbach (2008), "intentions are a statement about a specific behavior of interest". Alam and Mohammad (2010) demonstrated intentions generally signal an accurate indication of the subsequent behavior.

The terms turnover intention, turnover intent, intention to leave and intention to quit are used synonymously in the literature to describe the likelihood that an employee will quit his or her job in the near future. Tett and Meyer (1993) define turnover intention as "the conscious and deliberate willfulness to leave the organization". According to Sousa-Poza and Henneberger (2004), turnover intention is the (subjective) probability that an individual will change the job

within a certain time period”. Lacity, Iyer, and Rudramuniyaiah (2009) defined turnover intention as “the extent to which an employee plans to leave the organization”. According Lacity et al. (2009), as cited by Rahman and Nas (2013), “turnover intention refers to the following three elements of the withdrawal cognition process: Firstly, the thought of quitting the job, then the intention to search for a different job, and finally, the intention to quit Rahman and Nas (2013), Mobley (1982).

Psychological research claims that there is a positive relationship between turnover intention and actual turnover Griffeth, Hom, and Gaertner (2000). Many scholars assert that intention to leave is one of the main and immediate precursors of employee turnover Park (2015), Zhou and Volkwein (2004), Xu (2008), A. Hassan and Hashim (2011), and actual turnover positively increases with turnover intention Kaur (2013), Staffelbach (2008).

2.1.6. EMPLOYEE TURNOVER IN THE HEALTH CONTEXT

In the health aspects, the consequences of turnover are related to the health care services. Squillace, Bercovitz, Rosenoff, and Remsburg (2008) described, turnover reduces the effectiveness and productivity of delivering care, and may also increase operating cost. Turnover is costly to any organization White (1995), O'Connell and Kung (2007), Moran (2011) but can be particularly costly for health care as turnover can lead to a worsening of the patient care experience Nurses (2006). Turnover in health care is also related to patients care since turnover decrease the ratio of medical staff to patients. Needleman et al. (2011) found that the risk of mortality was 6% higher on under staffed units compared with fully staffed units.

2.2 MODELS/THEORIES OF EMPLOYEE ENGAGEMENT

Researchers have applied different types of theories and frameworks to explain the concept of employee engagement. Even though there is no one best employee engagement framework, this research employed the models of Kahn (1990) and Maslach et al. (2001) and Saks (2006a) Social Exchange Theory (SET).

2.2.1 KAHN'S NEED SATISFYING APPROACH

Kahn (1990) supposed that employees are more engaged in their work, when three psychological needs are satisfied: meaningfulness (sense of return on investments of self in role performance), safety (sense of being able to show and employ self without fear of negative consequences to self-image, status, or career), availability (sense of possessing the physical, emotional, and psychological resources necessary for investing self in role performances). When the organization fails to provide these resources, individuals are more likely to withdraw and defend themselves from their roles. Meaningfulness is influenced by the nature of the job; that is, its tasks, roles, and work interactions. Psychological safety is mainly influenced by the social environment; that is, by interpersonal relationships, group and intergroup dynamics, management style and process, and organizational norms. Finally, availability depends on the personal resources that people can bring to their role performance, such as physical energies, emotional energies, insecurity and outside life.

2.2.2 MASLACH BURNOUT INVENTORY (MBI)

The term burnout describes a syndrome characterized by emotional exhaustion, cynicism or depersonalization, and reduced or lack of personal accomplishment, which results from long-term exposure to emotionally demanding stressors in the workplace Leka, Jain, and Organization (2010); Maslach, Jackson, Leiter, Schaufeli, and Schwab (1986)

The MBI was specifically designed to assess the three dimensions of the burnout experience which had emerged from the earlier qualitative research. The key issues of this theory were to develop a more precise definition of burnout and to develop a standard measure of it. The three burnout dimensions were exhaustion, cynicism (a distance attitude toward the job), and reduced professional efficacy. The MBI is now considered to be standard tool for psychometric research.

The exhaustion component represents the basic individual stress dimensions of burnout. It refers to feelings of being overextended and depleted to one's emotional and physical resources. Workers feel drained and used up, without any source of replenishments. They lack enough

energy to face another day or another problem. The major sources of this exhaustion are work overload and personal conflict at work.

The cynicism component represents the interpersonal context dimension of burnout. It refers to a negative, callous, or excessively detached response to various aspects of the job. It usually develops in response to the overload of emotional exhaustion and is self-protective at first – an emotional buffer of “detached concern.” But the risk is that the detachment can result in the loss of idealism and the dehumanization of others.

The inefficacy component represents the self-evaluation dimension of burnout. It refers to feelings of incompetence and lack of achievement and productivity in work. This lowered sense of self-efficacy is exacerbated by a lack of job resources, as well as by a lack of social support and of opportunities to develop professionally.

Burnout researchers, considered engagement to be the opposite of burnout and is defined in terms of the same three dimensions as burnout, but the positive end of those dimensions rather than the negative. From this perspective, engagement consists of a state of high energy, strong involvement, and a sense of efficacy Maslach and Leiter (1999). By implication, engagement is assessed by the opposite pattern of scores on the three MBI dimensions.

2.2.3 SOCIAL EXCHANGE THEORY (SET)

H. Levinson (2009) stated that employment is a transaction between labor, loyalty and actual interest, and social rewards. To a certain extent, the relationship between employee and employer is suitable for reciprocity, in which a request for return will lead to beneficial results to both parties no matter who gain the preferential treatment. Masterson, Lewis, Goldman, and Taylor (2000) proposed that one party expects a return in the future after contributing or providing services to the other party. At the same time, the party that gets something of value will produce a sense of responsibility to return the other party. For individuals who have helped them, employees will actively give a return to gain more benefits in the future. Many scholars analyzed the relationship between organization and members based on social exchange theory. Employees are loyal to the organization and work hard in exchange for economic benefits and social

rewards, establishing the organization-employee relationship. Eisenberger, Huntington, Hutchison, and Sowa (1986) stated that high levels of perceived organizational support create obligations within individuals to repay the organization, thereby demonstrating an attitude and behavior conducive to the organization. Saks (2006a) argued that one way for individuals to repay their organization is through their level of engagement. In other words, employees will choose to engage themselves to varying degrees in response to the resources they received from their organization.

2.3 EMPIRICAL STUDIES

1. **Mengstie (2020)** conducted a research on Perceived organizational justice and turnover intention among hospital healthcare workers in Amhara Region. The results of this study revealed that healthcare workers in the public hospitals held low perceived distributive, procedural, interpersonal and informational justice. Similarly, private hospitals healthcare workers had low perceptions on distributive and procedural justice. On the contrary, healthcare workers in private hospitals reported high perception of fairness on interpersonal and informational justice aspects. Both public and private hospital healthcare workers had high turnover intention.

2. **Belete (2018)** conduct a study on the mediating role of employee engagement in the relationship between organizational justice and employee turnover intention in the case of commercial bank of Ethiopia. The result of the study indicated distributive justice, procedural justice, and interactional justice had negative relationship with employee turnover intention and had positive relationship with employee engagement. Unlike the findings of the present study, the study indicated employee engagement had no mediating role on the relationship between organizational justice and employee turnover intention.

3. **De Simone, Planta, and Cicotto (2018)** conducted a study on the role of job satisfaction, work engagement, self-efficacy and agentic capacities on nurses' turnover intention and patient satisfaction. The variables job satisfaction, work engagement, self-efficacy and agentic capacities were positively interrelated and negatively correlated with turnover intention. Furthermore, the

study showed self efficacy, some agentic capacities (anticipation and self-regulation), job satisfaction, and work engagement had direct or indirect effects on nurses' turnover intention, and that job satisfaction exerted a stronger effect on turnover intention. Patient satisfaction was positively correlated with nurses' job satisfaction, work engagement, self-efficacy, self-regulation and anticipation and negatively correlated with nurses' turnover intention.

The study concluded by highlighting the importance of implementing actions to improve self-efficacy, self-regulation skill, work engagement and job satisfaction in order to reduce nurses' turnover intention and increase patient satisfaction with nursing care.

4. MSABAA (2017) conducted a research on Effect of perceived work life balance on employee turnover intent among international humanitarian organizations in Kenya. The study concluded that a strong inverse correlation exists between WLB practices relating to flexible working schedules; employee benefits; employee assistance programs and turnover intent. Perceived WLB practices were found to have a significant effect on turnover intent.

5. Y. Bhattacharya (2015) carried out a study on Employee Engagement as a Predictor of Seafarer Retention. The study was conducted on Indian Officers in order to determine the correlation between retention and engagement and analyses drivers of retention from the seafarer's perspective. The study confirmed engagement was significantly and positively related with retention levels, while factor analysis isolated six contributory factors.

6. A study by Phayoonpun and Mat (2014) examined the relationship between the facets of organizational justice: distributive justice and procedural justice on turnover intention and determining the mediating role of job satisfaction among IT professionals. 550 IT professionals were sampled and survey from the ICT industry in Thailand. Using both SPSS and AMOS The study has found significant relationship between distributive justice, procedural justice, job satisfaction and turnover intention of IT professionals in Thailand. The result has also showed that the Generating Model (GM) is the best model to explain the distributive justice and procedural justice of IT professional to turnover intention through mediation of job satisfaction.

7. Balakrishnan, Masthan, and Chandra (2013) conducted a study on “Employee Retention through Employee Engagement” to the Indian International Airport. 185 employees were chosen based on random sampling. The study finds that the employee retention can be improved by increasing the level of employee engagement and focusing on few non-financial drivers.

2.4 CONCEPTUAL FRAMEWORK

A number of literatures were reviewed and analyzed to develop the conceptual framework (Fig. 2.1). By taking account the objectives of this study, the following six independent variables namely: employee recognition, distributive justice, procedural justice, interactional justice person job fit and work life balance were identified as dimensions of employee engagement, and turnover intention as dependent variable of this study. Moreover, employee engagement employed as a mediator variable between the independent and dependents variable in the study.

2.4.1 INDEPENDENT VARIABLES

❖ Employee Recognition:

Employee recognition is widely recognized as an essential part of effective human resource management. Recognition programs may include financial incentives (i.e.: bonuses), non-financial awards or public recognition Day, Kelloway, and Hurrell Jr (2014). Monetary rewards enhance the direct satisfaction of employees and non-monetary rewards are helpful for the recognition of employees and that recognition is a motivational tool for the employees and leads to the work engagement Burgess and Ratto (2003).

Kahn (1990) reported that people vary in their engagement as a function of their perceptions of the benefits they receive from a role. Furthermore, a sense of return on investments can come from external rewards and recognition in addition to meaningful work. Hence one might expect that employees’ to be more engaged at work to the extent that they perceive a greater amount of rewards and recognition for their role performances. Maslach et al. (2001) have also suggested that while a lack of rewards and recognition can lead to burnout, appropriate recognition and reward is important for engagement.

According to Social Exchange Theory (SET), when employees receive rewards and recognition from their organization, they will feel obliged to respond with higher levels of engagement.

H1: Employee Recognition will be positively related to employee engagement.

There is a valid relationship exist between rewards and recognition and an employee's intent to remain with the organization Saunderson (2004). Lack of employee recognition is a major and recurring source of employee turnover. The lack of recognition has resulted in organizations losing key employees as well as a decrease in the level of effort among those employees who remain Appelbaum and Kamal (2000).

H2: Employee Recognition will be negatively related to employee turnover intention.

❖ **Distributive Justice**

The perception of employees about the fairness of treatment by their organization is an important factor for employee engagement. Distributive justice is perceived when employees feel fairness regarding to their contribution and needs in an equitable manner. According to Colquitt (2012),distributive justice, the initial understanding of organizational justice refers to the perceived fairness of outcome distributions. Fairness is depending upon social assessment of input with output ratios. For calculating fairness, Adams asserted that first to evaluate the ratio of employees' role input with the financial or social reward output Adams (1965). Distributive Justice focuses on the organizational reality that not all employees are treated alike, and that the allocation of outcomes is differentiated in the organization Cropanzano et al. (2007).

The effect of justice perceptions on various outcomes might be due in part to employee engagement. In other words, when employees have high perceptions of justice in their organization, they are more likely to feel obliged to also be fair in how they perform their roles by giving more of themselves through greater levels of engagement. On the other hand, low perceptions of fairness are likely to cause employees to withdraw and disengage themselves from their work roles. A lack of fairness can exacerbate burnout and while positive perceptions of fairness can improve engagement Maslach et al. (2001).

Researchers argued that when employees perceived that their organization treated them fairly, they will show strong engagement towards their organization Saks (2006a) and show negative attitudes Loi, Hang-Yue, and Foley (2006). Based on SET, employees who have higher perceptions of organizational justice are more likely to reciprocate with greater organization engagement, Saks (2006a).

H3: Distributive Justice will be positively related to employee engagement.

The significance of internal equity is evidenced by the research that individuals make monetary comparisons (education, skill, experience) upward and downward within their organizational hierarchy Sweeney and McFarlin (2005); Sweeney, McFarlin, and Inderrieden (1990). It has been also described that individuals are concerned when it comes to comparison of their rewards and wide pay disparity has an impact on product quality and turnover intentions among them Crow et al. (2012). A recent meta-analysis stated that there is a negative correlation between DJ and turnover intentions behavior Sarikwal and Gupta (2013)cited by Hussain and Khan (2019). Financial differential during the comparison process with peers develops a feeling of distress Crosby (1984) and ultimately contributes towards an employee's intention to leave an organization for better opportunities. J. L. Price and Mueller (1986) have demonstrated that an intention to leave is created when there is a feeling of unfair distribution of outcomes and rewards among individuals. Therefore, a lack of equity and DJ within employees can create agnostic condition Aghaei, Moshiri, and Shahrbanian (2012), which ultimately leads to intentions of leaving the organization. Based on the above discussion, the following hypothesis is proposed:

H4: Distributive Justice will be negatively related to employee turnover intention.

❖ Procedural Justice

Procedural justice research emphasizes that individuals pay particular attention to and place importance on decision-making procedures. This dimension of justice refers to people's perceptions of the fairness of the rules and procedures used to determine the outcomes they receive at workplace (Austin & Tobiasen, 1984; Thibaut & Walker, 1975); Kressel and Pruitt (1989); Suliman and Al Kathairi (2012). When employees view decision-making procedures to

be accurate, consistent, unbiased and correctable, they perceive organizational systems as following processes that meet justice criteria Colquitt, Scott, Judge, and Shaw (2006).

H5: Procedural Justice will be positive related to employee engagement.

Lemons and Jones (2001) stated that job promotion decisions are one of the most important components of procedural justice, which affect an individual's behavior regarding organizational commitment or intention to leave the job. Promotion decisions and internal hiring systems are seen as a significant procedural commitment for employees. If employees view these processes as unfair and less transparent, then the level of motivation and job commitment will decrease Lemons and Jones (2001). In job promotions decisions, performance reviews, interviews, psychometric assessments and feedbacks are considered for selecting a suitable individual; all these components require fairness and unbiased behavior of employer in order to motivate and develop trust among employees Vardaman, Taylor, Allen, Gondo, and Amis (2015). Intention to leave is the lack of trust shown by employees regarding procedures in performance appraisal and feedback system Colquitt and Rodell (2011). Herriot, Bevan, Hirsh, and Reilly (1998) emphasized on ensuring great value to the integrity of the procedures are being followed in performance appraisal, which ultimately contributes in developing a high morale within employees and help to improve their performance Pruneda (2015). In contrast, a lack of fairness in performance evaluation and feedback procedures is likely to lower the trust level and may even lead to dysfunctional conflict Konovsky and Cropanzano (1991). These conflicts are primarily anchored in processes and procedures of benefits being offered by the organization Thibaut and Walker (1975). The adverse effect of low procedural justice creates withdrawal in the working relationship Masterson et al. (2000).

H6: Procedural Justice will be negatively related to employee turnover intention.

❖ **Interactional Justice**

Beyond distributive and procedural justice, Bies (1986) have suggested another construct, i.e. interactional justice, as the third dimension of organizational justice. Previously deemed to be a feature of procedural justice Colquitt (2001), interactional justice has eventually emerged as an independent construct, considered to be distinct and meaningfully different from the former Bies

(1986); Folger and Cropanzano (1998). Beyond their concern about outcomes (i.e. distributive justice) and procedures (i.e. procedural justice), employees of an organization also evaluate whether they are treated by others, including colleagues and supervisors, with respect and dignity Crow et al. (2012). Interactional justice thus refers to the quality of interpersonal processes and treatment of individuals (i.e. were they spoken to with sincerity and sensitivity) as well as the extent to which the reasons behind the outcome are explained Bies (1986). This dimension of justice deals with the human side of organizational practices and, as such, is related to the communication aspects (e.g. politeness, honesty and respect) between the source and recipient of justice Bies (1986); Tyler and Bies (1990). It is concerned with how individuals in charge of “allocating resources and rewards in the workplace behave towards the recipients” Chou (2009).

If members receive correct communication from their supervisors about reasons for distribution of rewards, then they would be able to perceive interactional justice, even if they belong to different groups. It is through proper communication (i.e. interactional justice) that perceptions of procedural and distributive injustice (in cases where employees make social comparisons) can be changed Scandura (1999).

H7: Interactional Justice will be positively related to employee engagement.

Rationalization and justification about organizational decisions even unfavorable ones through effective communication and explanation with logical genuine reasons produce a positive effect on employee trust level. H. Levinson (2009) elucidated that behavior and procedures of supervisors’ vis-à-vis employees during decision-making processes are carefully observed and eventually lead to either developing a greater sense of job commitment or vice versa among employees.

The etiquettes and manners in which employees are treated during the process of change in an organization have been found to distress their justice perceptions about the change process Hussain and Khan (2019); Folger and Cropanzano (1998). It shows a clear role of their supervisors and first line managers in relation to developing trust and justice perceptions through giving effective explanations Vogel, Homberg, and Gericke (2016).

H8: Interactional Justice will be negatively related to employee turnover intention.

❖ **Person-Job Fit**

Employees' perception of P-J match with P-O is important factor of employee engagement. According to Kahn's theory of employee engagement, "meaningfulness" is one of the factors that predict employee engagement. Based on this theory when employees find their work is meaningful enough to the organization and society, a positive psychology will be developed and hence employees become more engaged. On the other hand if employees are disengaged, as a result they will quit the organization. May, Gilson, and Harter (2004) asserted psychological conditions play an important role for employees to be engaged. One of the conditions is a good job fit between employees and their job roles Juhdi, Pa'wan, and Hansaram (2013).

This research also applied SET to study the relationship of employee engagement, person-job-fit and turnover intention. According to SET, reciprocity of action is the key role in the exchange relationship. Accordingly when employees find a positive match with their organization, the value congruence creates a sense of obligation in employees to repayment or reciprocates by being engaged to their job and organization. One way for employees to respond their employers is through their level of engagement Saks (2006a).

H9: Person-Job-Fit will be positively related to employee engagement.

Perception of Person-Job-Fit has a decisive role in turnover intention. The employee's low level of fit with his/her job will directly or indirectly cause more turnover intention Chhabra (2015). Several research findings support this relationship. In a study conducted by Babakus, Yavas, and Ashill (2010) on bank employees, it was determined that there was a negative and significant relationship between person-job fit and turnover. In a research on bank employees, M. Hassan, Akram, and Naz (2012) have found that the turnover intention has decreased with the increase in person-job fit. Sengupta, Yavas, and Babakus (2015), in a survey study on bank employees, found that person-job fit influenced the turnover intention in a negatively and significantly. Chhabra (2015), in the research conducted on individuals working in different organizations, found that person-job fit negatively influenced the turnover intention. In the survey study of employees in the insurance sector, Tseng and Yu (2016) found that person-job fit influenced the turnover intention negatively and significantly.

H10: Person-Job-Fit will be negatively related to employee turnover intention.

❖ **Work-Life Balance**

One of the aspects that can improve employee engagement is work-life balance. It is one of the predictors of employee engagement. Poor work life balance leads to many disastrous things like tardiness, bad performance, lack of motivation, more errors, absence from work, turnover and so on. Work life balance creates a positive environment for personal and for individual Beauregard and Henry (2009). Greenhaus and Beutell (1985) defined work family conflict as “it is a form of conflict in which the stress from the work and family are mutually incompatible in some respect”. How the work and the home time are linked both in terms of positive and negative is a dynamic research issue Lourel, Ford, Edey Gamassou, Guéguen, and Hartmann (2009). Armstrong (2006) explore that “work life balance is concerned with the scope for employees to balance their office work with responsibilities and interests and merge the competing statements of work and home by meeting their own needs as well as their employers”.

Applying the social exchange theory to work-life balance, when employees feel that organizations help them balance their work and family demands, they probably feel cared for and supported by their organization. Following the norm of reciprocity, it can be said that employees feel obligated to reciprocate by showing more favorable attitudes and behaviors at work. These employees respond with increased positive feelings regarding their job and the organization Aryee, Srinivas, and Tan (2005). Similarly, when employees are provided with particular resources by their employer, they respond with a certain degree of engagement Saks (2006a). The results of a study Richman, Civian, Shannon, Jeffrey Hill, and Brennan (2008) by has revealed that supportive work-life policies and perceived flexibility are positively related to employee engagement. In addition, a study by Sonnentag (2003) has suggested that recovery, which can be seen as a part of work-life balance, can contribute to employees’ work engagement. Recovered employees are more willing and able to invest effort and show more resilience than employees who have not been recovered.

H11: Work Life Balance will be positively related to employee engagement.

A lack of WLB practices will impede employee motivation causing them to disclose withdrawal symptoms such as absenteeism and turnover Hughes and Bozionelos (2007). The more conflict

that arises between work and personal life, the more employees will struggle maintaining a balance and, therefore, eventually quit their jobs Houston and Waumsley (2003).

H12: Work Life Balance will be negatively related to employee turnover intention.

2.4.2 EMPLOYEE ENGAGEMENT AND TURNOVER INTENTION

As already described in section 2.1.3 “Outcomes of employee engagement”, several scholars suggest that there is a negative association between employee engagement and turnover.

H13. Employee engagement will be negatively related to employee turnover intention

2.4.3 MEDIATING VARIABLE

According to Baron and Kenny (1986), three conditions must be met to establish mediation. First, the independent variable(s) (the antecedents of engagement) must be related to the mediator (employee engagement). Second, the mediator (employee engagement) must be related to the dependent variable(s) (the consequences of engagement). Third, a significant relationship between the independent variable(s) (antecedents of engagement) and a dependent variable(s) (consequences of engagement) will be reduced (partial mediation) or no longer be significant (full mediation) when controlling for the mediator (employee engagement). Conditions one and two have been met as described above. For condition three, the antecedents must first be related to the consequences.

Mediation effect can be broadly classified as full mediation and partial mediation.

- (a) If predictor variable X in does not have a direct significant impact on response variable Y but it has a significant impact on mediator M, which also has a significant impact on response variable Y, this is known as a case of complete/full mediation.
- (b) If predictor variable X in has a direct significant impact on response variable Y and it also has a significant impact on mediator M, which has a significant impact on response variable Y, this is known as a case of partial mediation. The direct impact of predictor X on response variable Y is known as direct effect, while The impact of predictor X on

response variable Y through the third variable ‘mediator’ is known as indirect effect. Adding a mediator makes direct effect get smaller, as some of the impact (of predictor on response) is being captured by a third variable ‘mediating variable’.

2.4.3.1 EMPLOYEE ENGAGEMENT AS A MEDIATOR

In this research, the independent variables/the antecedents (Recognition, Distributive Justice, Procedural Justice, Interactional Justice, Work Life Balance and Person-Job-Fit) were related to the mediator variable (employee engagement) since they predicted the mediator employee engagement. Employee engagement was also related to turnover intention which was the consequence of employee engagement. Thus, it is expected that employee engagement will mediate the relationship between the antecedents and the consequences. Saks (2006) indicated, predictors of employee engagement are associated with various outcomes. Furthermore, several studies have found that engagement mediates the relationship between antecedent variables and outcomes Schaufeli and Bakker (2004); Sonnentag (2003). Recent studies also reported similar findings Juhdi et al. (2013), thus confirming that engagement significantly predicts turnover intention.

In view of that, study showed that rewards predict employee engagement. S. Bhattacharya and Mukherjee (2009) recommended the role of rewards as an important antecedent for engaging employees. According to past research, intrinsic and extrinsic benefits and rewards motivate workers to fully engage and increase their job satisfaction, while at the same time reducing absenteeism, tardiness, and turnover intentions Abraham (2012); Chimote and Srivastava (2013); Judge and Bono (2001); O'Driscoll and Randall (1999); Presslee, Vance, and Webb (2013).

The antecedent reward predicts employee engagement. Previous studies have already described employee engagement predicts turnover intention; therefore without doubt employee engagement mediates the relationship between rewards and turnover intention.

Previous studies showed there is association between organizational justice and employee engagement. Abbasi and Alvi (2012), Kalliath, Kalliath, and Albrecht (2012), contended that, organizational justice have a significant impact on the employee engagement. All dimensions of organization justice such as, distributive, interactional and procedural justice have impacts on employee engagement. A. Agarwal (2014) stated, employee's perception of justice has a major influence on employee engagement since it builds trust. Ghosh, Rai, and Sinha (2014) concluded that positive correlation between organizational justice and employee engagement.

Rastgar and Pourebrahimi (2013) found that, organization must consider distributive, procedural and interactional justice. Jalbani (2013), observed that work engagement is partially mediates between burnout and employee turnover intentions.

The antecedents organizational justice (Distributive Justice, Procedural Justice and Interactional Justice) predict employee engagement. Previous studies have already described employee engagement predicts turnover intention. It is therefore, employee engagement mediates the relationship between organizational justice (antecedents), and turnover intention (consequences).

The relationship between P-J fit and engagement can be explained by the conceptualization of Scroggins (2008) concerning the self-concept-job fit towards meaningful work. The concept is similar to the Kristof (1996) theory of person-job fit in which meaningful work was integrated as one of the antecedents in the model. According to Scroggins (2008), in the self-concept-job fit, employees are more likely to adjust themselves to fit with their job requirements. Furthermore, from a comparable stance, Maslach and Leiter (2008) stressed that "the greater the perceived congruity the greater the likelihood of engagement with work". Conversely, a poor level of P-J fit is expected to be linked with low engagement Warr and Inceoglu (2012).

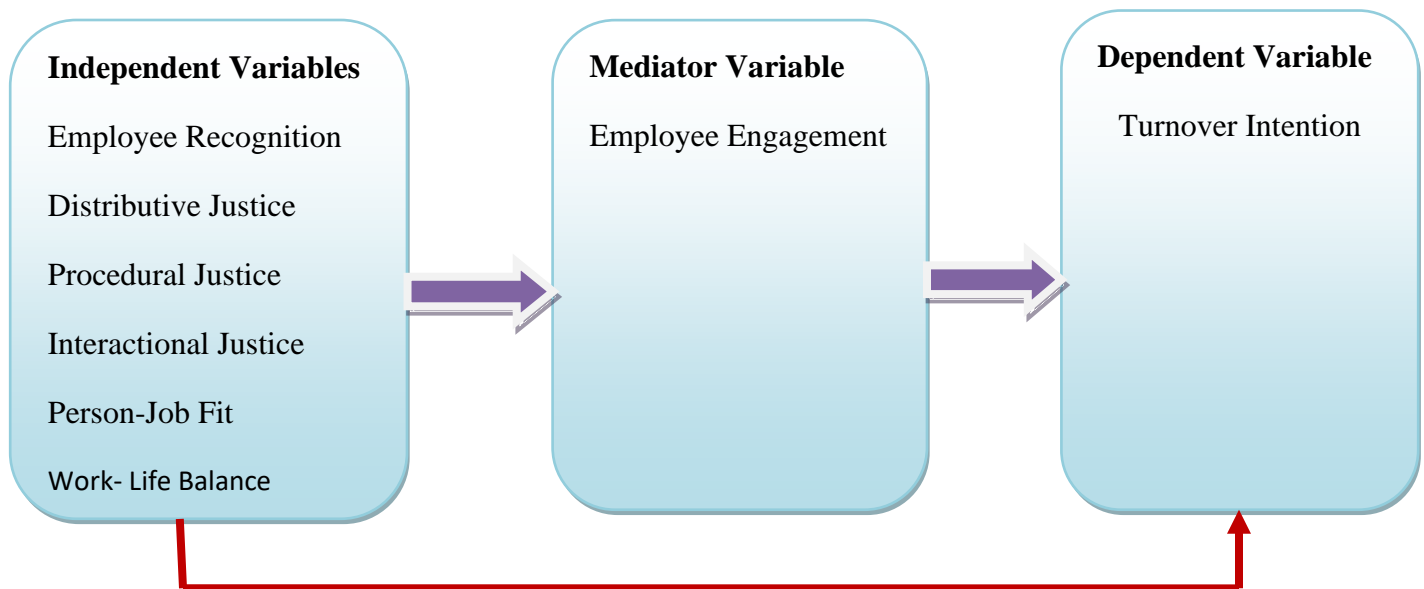
Thus, the antecedents (P-O fit and P-J fit) predict employee engagement. Past studies have already revealed that employee engagement predicts turnover intention. Certainly, it is believed that employee engagement mediates the relationship between P-O fit and P-J fit (antecedents), and turnover intention (consequence). Both the P-J fit and P-O fit have been found to be significantly negatively related with turnover intention Arthur Jr, Bell, Villado, and Doverspike (2006); Boon, Den Hartog, Boselie, and Paauwe (2011).

WLB is expected to have a positive impact on employee engagement. Research showed that there is a relation between work life balance and employee engagement. Anitha (2014) unveiled a close relationship between WLB and employee engagement. Richman et al. (2008) confirms positive influence of WLB practices on increased retention and employee engagement and provides evidence towards usage of flexible work practices by Managers in their businesses. WLB policies have a bearing on business outcomes such as employee engagement, motivation, retention of talent, productiveness and employee satisfaction. Bedarkar and Pandita (2014) in their study also showed a strong correlation between good WLB, retention and employee engagement.

Previous studies have already described employee engagement predicts turnover intention. It is therefore, employee engagement mediates the relationship between WLB (antecedent), and turnover intention (consequence).Based on these assumptions, the researcher hypothesis the following:

H14. Employee engagement will mediate the relationship of (employee recognition, distributive justice, procedural justice, interactional justice, person-job fit, work-life balance) and turnover intention.

Figure 2 1 Conceptual Framework



Source: Own survey by referring different literatures, 2020

CHAPTER THREE

3. RESEARCH METHODOLOGY

Introduction

This chapter outlined the research methodologies applied for the study. The method adopted in the study examined the relationship between the independent variables (Employee Recognition, Distributive Justice, Procedural Justice, Interactional Justice, Person Job Fit, and Work-Life Balance), the dependent variable “turnover intention” through mediation of “employee engagement”. Moreover, the chapter focused on the research design, target population and sample size, types, source and instrument of data, data collection procedures, validity and reliability and method of analysis.

3.1 RESEARCH DESIGN

In order to identify the existing problem under the selected public health centers, the research applied different research methods and procedures in order to collect and analyze data regarding the study variables. Research designs are types of inquiry within qualitative, quantitative, and mixed methods approaches that provide specific direction for procedures in research design. Others have called them strategies of inquiry Denzin and Lincoln (2011). This study applied both Descriptive & Explanatory research as quantitative data result is explained further with the qualitative data. Moreover, explanatory research aims to explain the causes and consequences of a well-defined problem.

3.2 TARGET POPULATION

The population of this study was employees of the public health centers of Gulele sub-city in Addis Ababa namely: Addisu Gebeya public health center, Selam Tena public health center, Tibeb Bekechene health center, Hidasse public health center, Maichew public health center, Guto Meda public health center, Entoto Fana public health center. Three public health centers

namely Shiromeda public health center, Shegole public health center and Addis Hiwot public health centers were not included in the research as a result of a long procedure requested to have permission for data collection and that lead to time constraints.

Table3.1Total population of the selected public health centers

	Health Professionals in Each Public Health Center							Total
	Addi Gebya	Selam Tena	Tibeb Beke	Hidasse	Maichew	Guto Meda	Entoto Fana	
Medical Doctor	1	1	1	1	1	1	1	7
Health Officer (HO)	15	11	8	15	11	13	20	93
BSC Nurse	18	17	16	16	15	16	15	113
Clinical Nurse	25	14	7	13	15	13	5	92
Mid-Wife	9	10	9	10	11	8	9	66
Health Extension	14	18	10	22	13	10	16	103
Lab Technician	8	6	6	6	6	6	6	44
Pharmacist	8	7	5	8	7	7	7	49
HIT	2	0	3	0	2	4	0	11
Bio Medical Equip	1	0	0	0	0	0	0	1
Total	101	84	65	91	81	78	79	579

Source: From the Human Resource Departments of Public Health Centers as of Nov/2019

3.3 SAMPLE SIZE AND TECHNIQUES

Sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample. Sample size can be influenced by a number of factors including the purpose of the study, population size, the risk of selecting a “bad” sample and the allowable sampling error. In order to specify the appropriate sample size, three criteria usually will be considered:- The level of precision, the level of confidence or risk and the degree of variability in the attribute being measured Miaoulis and Michener (1976).

To calculate sample size, this research applied the following a simplified formula by(Yamane, 1967).

$$n = \frac{N}{1 + N(e)^2}$$

Where “n” is the sample size, “N” is the population size, and “e” is the level of precision/ confidence interval.

The target population of the research was 237 health professionals from the selected public health centers. The sample size of this study was determined by the formula with a margin of an error of 5%.

$$n=579/1+579(0.05)^2$$

$$=236.56$$

$$n=\underline{237}$$

To determine the sample size, it was proportionally determined among the seven public health sectors. Then a random sampling was applied to select the research population as the method represents the total population without bias.

Table3.2. Sample Size

Description	Ng of Employees	Proportion Rate	Randomly selected employees
AddisuGebeya Public HC	101	0.17	40
SelamTena Public HC	84	0.15	36
TibebBekechene Public HC	65	0.11	26
Hidasse Public HC	91	0.16	38
Maichew Public HC	81	0.14	33
GutoMeda HC	78	0.13	31
EntotoFana HC	79	0.14	33
Total Targeted Population	579	100%	237

Source: Derived from the total population, 2020

3.4 TYPES AND SOURCES OF DATA

In this study, both primary data was applied to collect from primary and secondary sources. The primary sources of the data were the health professionals from the selected public health centers, the medical directors of each public health center and the human resources departments.

3.5 INSTRUMENT OF DATA COLLECTION

The research applied questionnaires to collect data from the respondents. The data were collected using structured questionnaires. The researcher sought opinions of employees' in a sample on the issue directly related to the objective of this research. The researcher believes questionnaires are the appropriate ones to gather information on opinions and views. The researcher collected the primary information related to demographic information and written questions replies using the instruments. The questionnaires were personally administered by the researcher.

3.6 QUESTIONNAIRE

Different measuring scales were applied to measure the Dependent and Independent variables. The independent variables (Recognition, Distributive Justice, Procedural Justice, Interactional Justice, Person-Job-Fit and Work- Life Balance); the Mediator variable "Employee Engagement" and the dependent variable "Turnover Intention" was measured by scale items. The research applied to measure scales from the previously validated and published studies by different researchers.

Accordingly, employee engagement was measured by a scale of Saks (2006b), Employee Recognition was measured by Brun and Dugas (2008), Organizational Justice (distributive Justice, procedural justice) with the scale of (Saks, 2006b), Interactional Justice, Colquitt (2012), Person-Job-Fit Brkich, Jeffs, and Carless (2002), Work- Life Balance, Brough et al. (2014), and turnover intention by the scale of Saks (2006b).

3.7 INSTRUMENT VALIDITY

Validity refers the quality of an instrument used in the research how is accurate, correct, true and meaningful Enon (1998). Validity also explains how well the collected data covers the actual area of investigation Ghauri and Grønhaug (2005).The researcher constructed the questionnaires assuming the variables to be best explained by them.

3.8 INSTRUMENT RELIABILITY

Reliability refers to consistency; where internal consistency involves correlating the responses to each question in the questionnaire with those other questions in the questionnaire Kothari (2004). It is the degree to which the research method produces stable and consistent results. To ensure that any instrument used for measuring experimental variables gives the same results every time, Cronbach's Alpha was applied. Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. Nunnally (1978)discussed that an instrument used in basic research should have the reliability of .70 or better. On the other hand, with instruments used in applied settings, reliability of .80 may not be high enough. Where an important decision about the fate of individuals is made on the basis of test scores, reliability should be at least .90, preferably .95 or better.

Table3.3. Reliability test table

S/n	Variable Names of this study	No of Items	Source	Alpha Value
1	Employee Engagement	9	Saks (2006)	0.877
2	Employee Recognition	11	Brun and Dugas (2008)	0.914
3	Distributive Justice	4	Saks (2006)	0.819
4	Procedural Justice	7	Saks (2006)	0.903
5	Interactional Justice	4	Colquitt (2012)	0.707
6	Person Job Fit	9	Brkich, Jeffs and Carless (2002)	0.945
7	Work Life Balance	4	Brough (2014)	0.922
8	Turn Over Intention	3	Saks (2006)	0.968

Source: Computed inSPSS, 2020

3.9 DATA COLLECTION PROCEDURES

The researcher paid a short visit to the offices meeting the medical directors and human resources departments to discuss the objective of the research before collecting data through the data collection tools as it helps the researcher to understand the office environment. Structured questionnaires were applied to the data collection process.

3.10 METHOD OF DATA ANALYSIS

Statistical Package for Social Science (SPSS) Software version 25 was applied to analyze the collected data. The analysis employed Correlation Analysis, Normality test, Linearity test, Multi Co linearity test, and Regression Analysis. Multiple regressions were employed to develop a functional relationship between the independent and dependent variables. Correlation analysis was employed to see the relationship between independent variables. Thus, both the strength of the relationship between variables and the level of statistical significance was assessed.

3.11 ETHICAL CONSIDERATIONS

The researcher paid special attention to any of the research participants not to be subjected to harm in any ways. The purpose of the research was briefed. The participants were asked for their full consent and free will to respond to the questionnaires. The researcher informed the participant that the provided information will serve only for the research and the information to be treated with confidentiality. The respondents were not supposed to write names and personal information that let them provide genuine information.

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

INTRODUCTION

This chapter presents, the results of the study based on the empirical studies conducted to test the hypotheses. The chapter includes the introductory part followed by the demographic profiles of the respondents, the reliability test and the preliminary tests of simple linear regression analysis and discusses the findings and the results of testing the hypotheses.

4.1 DEMOGRAPHIC INFORMATION OF RESPONDENTS

The respondents' demographic information was classified in terms of gender, age, education, marital status, and work experience. Accordingly, 61.6 percent of the respondents' were females and the remaining 38.4 percent were males. 47.7 percent of respondents were married, 51.9 unmarried, 0.4 percent divorced. Age-wise, 67.9 percent of the respondents were under age category of 21-30, 28.7 percent of the respondents were the category of 31-40, 3 percent of the respondents were under the age category of 41-50 and the remaining 0.4 percent was above 51 years. Under the educational status, the minimum education level was college Diploma and the Maximum was a Doctoral Degree. 0.8 percent of the respondents possessed a doctorate degree, 23.6 masters of public health, 44.7 first degree holders and 30.8 percent of the respondents possessed a college diploma.

4.2 CORRELATION ANALYSIS

The analysis provides information on the closeness of two variables. In the current research correlation analysis was conducted to explore the association between the independent variables and the dependent variable. The linear correlation coefficient (r or R) provides information to the extent to which two variables have a very close association.

Pearson’s correlation coefficient(*r*) was applied to determine the strength and direction of the relationship of the variables the present research applying the suggestion by(Evans, 1996). Accordingly, the absolute value of(*r*):

0.00 - 0.19	0.20 - 0.39	0.40 - 0.59	0.60 - 0.79	0.80 - 1.0
Very Weak	Weak	Moderate	Strong	Very Strong

Table4.1 Pearson Correlation Matrix

Variables	1	2	3	4	5	6	7	8
1. Employee Engagement	1							
2. Employee Recognition	.764**	1						
3. Distributive Justice	.437**	.451**	1					
4. Procedural Justice	.511**	.504**	.326**	1				
5. Interactional Justice	.438**	.384**	.281**	.419**	1			
6. Person-Job-Fit	.605**	.550**	.339**	.260**	.362**	1		
7. Work Life Balance	.433**	.508**	.303**	.432**	.392**	.465**	1	
8. Turnover Intention	-.732**	-.708**	-.515**	-.589**	-.562**	-.602**	-.568**	1
** . Correlation is significant at the 0.01 level (2-tailed).								

Source: Own Survey, computed in SPSS, 2020

The correlation table depicted, there was a strongly considerable positive relationship between employee recognition and employee engagement with a coefficient value of ($r = 0.764, p < 0.01$). There was also a strongly considerable negative relationship between employee recognition and turnover intention ($r = -0.708, p < 0.01$). The results provide supports for **H1 and H2**.

Distributive Justice was moderately and positive associated with employee engagement ($r = 0.437, p\text{-value} < 0.01$). It was also moderately and negatively associated with turnover intention ($r = -0.515, p < 0.01$). The results provide supports for **H3 and H4**.

Procedural justice was moderately and positively associated with employee engagement ($r = 0.511, p\text{-value} < 0.001$). There was also a moderate and considerable negative association between turnover intention ($r = -0.589$ at the significance of $p < 0.01$). The results provide supports for **H5 and H6**.

There was moderately and positive relationship between Interactional justice and employee engagement ($r= 0.438$, $p<0.01$). There was also a moderate and negative relationship between interactional justice and turnover intention ($r= - 0.562$, $p< 0.01$). The results provide supports for **H7 and H8**.

Pearson Job Fit was strongly and positively associated with employee engagement ($r = 0.605$, $p <0.01$). There was also a strong and negative association with employee turnover intention ($- 0.602$, $p<0.01$). The results provide supports for **H9 and H10**.

Work -Life Balance was moderately and positively related to employee engagement ($r= 0.433$, $p<0.01$). There was also a moderate and negative relationship between work- life balance and employee turnover intention ($r= - 0.568$, $p<0.01$). The results proved supports for **H11 and H12**.

Employee Engagement was strongly and negatively associated with employee turnover intention ($r= -0.732$, $p<0.01$). The result provides support for **H13**.

4.3 REGRESSION ANALYSIS

Linear regression attempts to show a relationship between two variables. Linear regression looks at various data points and plots a trend line. In this research, regression was conducted to estimate the effects of the independent variables on the dependent variable. However, before the regression test, the assumptions of normality, linearity, and multicollinearity were checked as recommended by Tabachnick and Fidell (2007) to ensure there was no violation of the assumption.

4.3.1 NORMALITY TEST

The assumption of normality means that the research data roughly fits a bell curve shape before running certain statistical tests or regression. There are a lot of options to test Normality using statistical packages like SPSS. The present research checked the normality test by the Anscombe-Glynn kurtosis test.

West, Finch, and Curran (1995) proposed a substantial non-normality is a value departure from normality as an absolute skew value >2 , and an absolute kurtosis value >7 . Accordingly, the results of normality test illustrated in table 4.2 indicated all the results satisfied the requirements. Hence, the data were normally distributed.

Table.4. 2 Normality test table

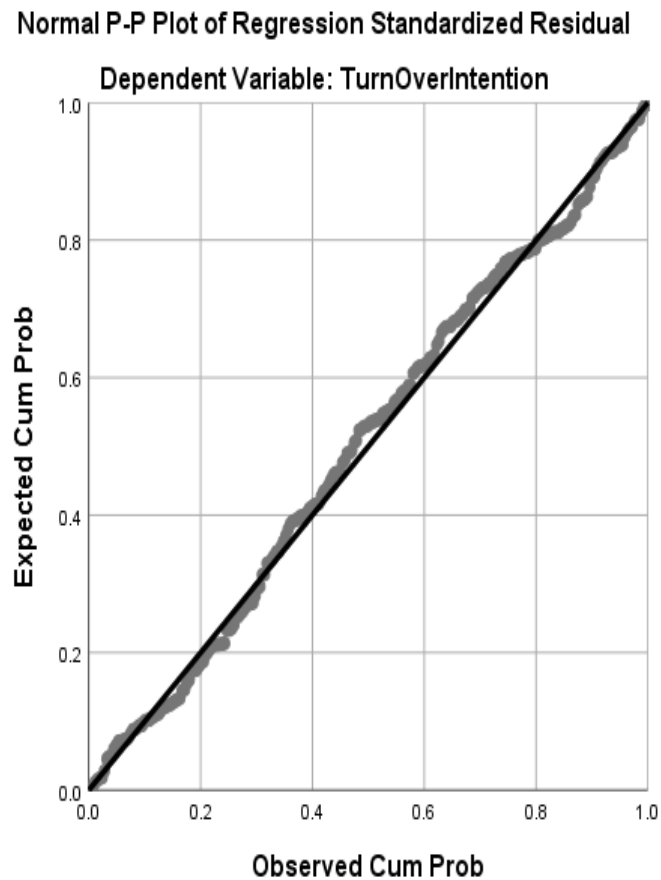
	N	Mean	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error	Statistic	Std. Error
Employee Engagement	237	.05389	.106	.158	-1.632	.315
Employee Recognition	237	.05644	.222	.158	-1.670	.315
Distributive Justice	237	.05329	.494	.158	-1.245	.315
Procedural Justice	237	.06110	.333	.158	-1.474	.315
Interactional Justice	237	.05770	.238	.158	-1.621	.315
Person Job Fit	237	.08236	.141	.158	-1.713	.315
Work Life Balance	237	.06976	.035	.158	-1.517	.315
Valid N (listwise)	237					

Source: Own survey Computed in SPSS, 2020

4.3.2 LINEARITY TEST

Linearity is one of the assumptions of multiple linear regression analysis. It refers there must be a linear relationship between the dependent variable and the independent variables. As seen in the P-P Plot, the residuals are approximately normally distributed as they almost touch the straight line. This indicates there was no linearity problem.

Figure4.1 Linearity test



Source: Own survey Computed in SPSS 2020

4.3.3 MULTICOLLINEARITY TEST

Multicollinearity is one of the assumptions of multiple regressions. Multicollinearity exists whenever an independent variable is highly correlated with one or more of the other independent variables in a multiple regression equation. Multicollinearity is a problem because it undermines the statistical significance of an independent variable.

In this research multicollinearity was examined with colinearity tolerance and VIF statistics. The decision rule is as suggested by Andy (2009) that a tolerance value less than 0.1 almost certainly indicates a serious co linearity problem. Burns and Burns (2008) also suggested that a VIF value greater than 10 is a concern.

Table 4.3 Multicollinearity Test

Coefficients

Model		Co linearity Statistics	
		Tolerance	VIF
1	Employee Engagement	.334	2.997
	Employee Recognition	.358	2.795
	Distributive Justice	.760	1.317
	Procedural Justice	.618	1.618
	Interactional Justice	.717	1.394
	Person Job Fit	.552	1.811
	Work Life Balance	.629	1.591

a. Dependent Variable: Turn Over Intention

Source: Own survey Computed in SPSS 2020

4.4 LINEAR REGRESSION

A regression was run to test the significance of the relationship between the independent variables and the dependent variable. The outputs of the regression were summarized and analyzed as follows.

Table 4.4 Regression Table

	Model 1			Model 2		
	Unstandardized Coefficients		Sig.	Unstandardized Coefficients		Sig.
	B	Std. Error		B	Std. Error	
Constant	3.880	.684	.000	9.371	.446	.000
Gender	.317	.209	.131	.047	.115	.682
Age	.536	.183	.004	.117	.103	.257
Marital Status	-.064	.192	.739	.055	.105	.599
Level of Education	.014	.154	.927	.032	.084	.707
W-Experience	-.442	.126	.001	-.127	.071	.076
Job Title	-.107	.071	.132	-.112	.040	.005
Employee Engagement				-.410	.104	.000
Employee Recognition				-.225	.097	.022
Distributive Justice				-.259	.069	.000
Procedural Justice				-.272	.069	.000
Interactional Justice				-.260	.067	.000
Person-Job Fit				-.221	.054	.000
Work Life Balance				-.139	.059	.020
R Square	0.093			0.741		
Adjusted R Square	0.070			0.726		
Sig F Change	0.001			0.000		
Dependent variable Turnover Intention						

Source: Own survey Computed in SPSS 2020

4.5 INTERPRETATION OF REGRESSION TESTING

As seen above, the regression table indicated two models (Model 1 and Model 2). The first model described the beta coefficient values of the demographic factors and their significance values. In model 2 the regression outcomes indicated the effects of the demographic factors/control variables in the regression together with the independent variables and the changes.

Control variables are variables included in multivariate analyses to identify spurious associations. In assessing whether X is associated with Y, it is important to examine whether the co variation between them persists after the effects of other variables on this association are removed (McClendon, 2002). Here, “control” means to hold constant. A variable is controlled when its influence on the other variables in the model is held constant.

In the first model it was indicated all the beta coefficient values of the demographic factors except the beta coefficient of age and work experience are insignificant in their p-values. This implies that there was no link between demographic variables (gender, marital status, level of education, job title) and predictor variables and turnover intention. In model two also all the demographic variables didn't have significant p- values.

To interpret the regression result of the relations of the main variables, this research basically focused on the values of R-square, adjusted R-square, and the unstandardized beta coefficient values of each predictor. R-squared (R^2) represents the proportion of the variance for a dependent variable that's explained by an independent variable or variables in a regression model. The R (Coefficient of Correlation) measures the degree of association or co variation between the two variables Gujarati (2004). In view of that, the value of R square was indicated 0.741(74.1%) implies there was a strong relationship between the entire predictors and the dependent variable.

The adjusted R-squared is a modified version of R-squared that has been adjusted for the number of predictors in the model. It gives the percentage of variation explained by independent variables that in reality affect the dependent variable. The adjusted R square (Coefficient of Determination), can be defined as the proportion of the total variation or dispersion in the dependent variable that explained by the variation in independent variables in the regression Gujarati (2004). Thus, with adjusted R Square value of 0.726 interpreted, 72.6 % of the variation in the dependent variable was explained by the linear relationship with all the predictor variables. On the other hand, 27.4% of the variation in the dependent variable was unexplained by the research model. This entails 27.4% of the change in the dependent variable accounts from different variables not described in this study. A high value of adjusted R square entails the predictors in the study had a significant effect on the dependent variable.

The beta coefficient values were also analyzed to compares the strength of the effect of each individual independent variable to the dependent variable.

Accordingly, the beta (β) coefficient of employee recognition was -0.225 with (p-value of = 0.22) implies employee recognition had a considerable effect on the dependent variable turnover intention. The negative value indicates there was a negative relation between employee recognition and turnover intention. This suggests the increase in perception of employee recognition will decrease turnover intention of employees of public health centers in Gulele sub-city. The result in line with the findings by (Mendis, 2017) financial and non-financial rewards have a strong impact on employee turnover intention. The result provides support for **H2**.

The regression table reveals organizational justice had a significant effect on the turnover intention with values of (distributive justice (β) coefficient = -.259, p=0.000, procedural justice (β) coefficient = -.272, p =0.000, interactional justice (β) coefficient= -.260, p =0.000). All three dimensions of justice had comparatively stronger effects in reducing the turnover intention of the study population. As the relationship is an inverse, higher perception of organizational justice will lead to reducing turnover intention. In line with the study by (Aslan & Uçar, 2015) findings there was a significant and negative correlation between organizational justice and

employee turnover intentions. Results indicated that factors of organizational justice reduced the rate of employees' turnover intentions. A study also by (Vaamonde, Omar, & Salessi, 2018) find distributive, procedural, and interpersonal justice perceptions related to lower levels of burnout, which in turn promoted greater job satisfaction and lower TI among employees. The result provides support for **H4, H6 and H8**.

The beta (β) coefficient of person-job fit is (-0.221, $p=0.000$). The p-value indicated person-job-fit had a significant effect in reducing the turnover intention of the study population. As a result of negative relationship, the increase in perception of person-job fit decreased the turnover intention of employees of the study population. The result in line with a study by Boon et al. (2011) findings showed P-J fit and P-O fit were significantly negatively related to turnover intention. The result provides support for **H10**.

As the regression table indicates the beta (β) coefficient of work-life balance is (-0.139, $p=0.20$). The negative value indicated the opposite relationship between the two. This implies a high perception of work-life balance had a considerable effect in reducing turnover intention of employees of the study population. The result provides support for **H12**.

Similarly, the regression table indicates the beta (β) coefficient of employee engagement was -0.410 with a significance (p -value of = 0.000). This implies employee engagement had a strong effect in reducing turnover intentions of employees of the study population. The negative value implies, the opposite relationship between the two lead the increase in the level of employee engagement decreased turnover intention. The result in line with a study by Robyn and Du Preez (2013) findings, employee engagement had a negative effect on the intention to quit. The result provides support for **H13**.

In general, all the predictor variables in this research negatively affected turnover intention in their relationship. Considering the beta values, employee engagement comprised the highest negative value of all the predictors in its relationship with turnover. This result in employee engagement had the strongest effect in reducing turnover intention of employees of the study population. If the management of the research populations is able to increase the level of their

employees, they can significantly reduce turnover intention. Here it is important to identify the right factors that are responsible for employee engagement. The correlation table (4.1) already showed all the predictors in this research had positive relationship with employee engagement. For example, employee recognition and person-job fit had a strong positive relationship, and the remaining predictors had a moderate and positive relationship with employee engagement.

4.6 MEDIATION ANALYSIS

The present research applied two types of model of mediation analysis: 1- The Baron and Kenny's model, and 2- The Andrew Hayes's model due to the following reasons:

The Baron and Kenny's causal-steps approach is widely recognized and achieved several citations in researches. It is still a good reference and one of the most read papers to understand the mediation theory. Nevertheless, recent development in mediation literature unequivocally discourages researchers from using Baron Kenny's approach because of its severe limitations Aguinis, Edwards, and Bradley (2017); Green, Tonidandel, and Cortina (2016); Guide Jr and Ketokivi (2015); A. F. Hayes (2009); Rucker, Preacher, Tormala, and Petty (2011). These limitations include: 1- It has low statistical power, 2- It doesn't directly test the significance of a specific indirect effect, 3- It neither quantifies the magnitude of the mediation effect nor accommodates models with inconsistent mediation A. F. Hayes (2009); Rungtusanatham, Miller, and Boyer (2014). Due to these gaps, this research didn't decide the mediation analysis only from the Baron and Kenny's model. According to Rungtusanatham et al. (2014), 'using Baron and Kenny's approach might produce misleading results, refute potentially significant theoretical relationships, and in turn damage future theory building'. Moreover, some contemporary researchers recommended abandoning Baron and Kenny's approach to test mediation effects Rucker et al. (2011); Rungtusanatham et al. (2014). Guide Jr and Ketokivi (2015) explicitly advise that following Baron and Kenny (1986) was fine in the 1980s; however, researchers need to be cautious with it today.

As an example and according to Baron and Kenny's causal-steps approach, testing the relationship between antecedent (X) and outcome (Y) for mediation analysis is the first condition. In the past, because of such a condition and the steps, several mediating relationships were rejected and prematurely ended A. F. Hayes (2009). The practice of testing direct effects violates the basic principle of parsimony and prompts researchers to examine models that are not aligned with theory Aguinis et al. (2017).

Thus, a mediation analysis does not require an association between X and Y (A. F. Hayes (2009); Rucker et al. (2011); Rungtusanatham et al. (2014); Zhao, Lynch Jr, and Chen (2010). To illustrate, the relationship between X and Y 'needs not be considered when determining whether M mediates the effect of X on Y because that path is not part of mediated effect' Aguinis et al. (2017).

With this background, the mediation analysis of this research was tested into two models.

4.6.1 BARON AND KENNY'S MODEL

Table: 4.5 Mediation Table

Employee Recognition	Path	Beta Coefficient	Significance
Step 1	c	-1.186	0.000
Step 2	a	0.732	0.000
Step 3	b	-0.599	0.000
Step 4	c'	-0.801	0.000
Distributive Justice	Path	Beta Coefficient	Significance
Step 1	c	-0.909	0.000
Step 2	a	0.442	0.000
Step 3	b	-1.094	0.000
Step 4	c'	-0.426	0.000
Procedural Justice	Path	Beta Coefficient	Significance
Step 1	c	-0.915	0.000
Step 2	a	0.454	0.000
Step 3	b	-1.019	0.000
Step 4	c'	-0.452	0.000
Interactional Justice	Path	Beta Coefficient	Significance
Step 1	c	-0.916	0.000
Step 2	a	0.409	0.000
Step 3	b	-1.050	0.000
Step 4	c'	-0.487	0.000
Person-Job Fit	Path	Beta Coefficient	Significance
Step 1	c	-0.688	0.000
Step 2	a	0.396	0.000
Step 3	b	-1.013	0.000
Step 4	c'	-0.287	0.000
Work-Life Balance	Path	Beta Coefficient	Significance
Step 1	c	-0.767	0.000
Step 2	a	0.335	0.000
Step 3	b	-1.044	0.000
Step 4	c'	-0.417	0.000

Source: Own survey Computed in SPSS 2020

As indicated in table 4.5 above, the direct effects of the independent variables to the dependent variable turnover intention were all statistically significant with a negative coefficient value of: employee recognition (-1.186, $p=0.000$), distributive justice (-.909, $p=0.000$), procedural justice (-.915, $p=0.000$), interactional justice (-.916, $p=0.000$), person-job fit (-.688, $p=0.000$), and work-life balance (-.767, $p=0.000$), hence the first condition is met.

Another regression was run to test the second condition. On the regression analysis, the effects of all the independent variables to the mediator variable (employee engagement) were all statistically significant with a positive coefficient value of employee recognition (.732, $p=0.000$), distributive justice (.442, $p=0.000$), procedural justice (.454, $p=0.000$), interactional justice (.409, $p=0.000$), person job fit (.396, $p=0.000$), and work life balance (.335, $p=0.000$). Condition two is met.

To the third condition, a regression was run to test the relation between the (independent variables and employee engagement at a time) with the dependent variable turnover intention. Their relationships were statistically significant with coefficient values of (employee recognition-.599, employee engagement -.801, $p=0.000$, distributive justice -.426, employee engagement -1.094, $p=0.000$, procedural justice -.452, employee engagement -1.019, $p=0.000$, interactional justice -.487, employee engagement -1.050, $p=0.000$, Person-job fit -.287, employee engagement -1.013, $P=0.000$, Work-life balance -.417, employee engagement -1.044, $p=0.000$).

However, the strength of the direct relationship between the independent variables and the dependent variable was decreased as a result of the indirect relationship. The strength of the direct relations of employee recognition was decreased from (-1.186 to -.599), distributive justice (-.909, -.426), procedural justice (-.915, -.452), interactional justice (-.916, -.487), person-job fit (-.688, -.287), and work-life balance (-.767, -.417). Hence, employee engagement partially mediates the relation between the independent variables and the dependent variables, as the p -value of all the regressions were statistically significant in every case. Therefore, the hypothesis **H14** is satisfied.

4.6.2 MEDIATION ANDREW HAYE'S MODEL

Due to the critics of the Baron and Kenny mediation model, another alternative mediation model by Andrew Hayes was employed to test the direct and indirect effects of the mediation variable.

As seen in Annex table 4.1, employee engagement was first being regressed by employee recognition. Accordingly, the direct effect from employee recognition to employee engagement was positive and statistically significant (.7321, se= .0404, $P < 0.01$).

The turnover intention was also being regressed in two ways by employee recognition and employee engagement. The path from employee recognition to employee engagement was negative and significant (-.5995, se=.1085, $p < .0000$).

The direct effect of employee engagement on turnover intention was negative and significant (-.8008, se=.1132, $P < 0.01$), and the indirect effect was (IE= -.5863) statistically significant.

Again as employee engagement was regressed by distributive justice, the direct effect from distributive justice to employee engagement was positive and statistically significant (.4416, se= .0593, $P < 0.01$).

The turnover intention was also being regressed in two ways by distributive justice and employee engagement. The path from distributive justice to employee engagement was negative and significant (-.4260, se=.0828, $p < .0000$).

The direct effect of employee engagement on turnover intention was negative and significant (-1.0942, se=.0819, $P < 0.01$) and the indirect effect was (IE= -.4832) statistically significant.

Employee engagement was regressed by procedural justice, and the direct effect from procedural justice to employee engagement was positive and statistically significant (.4545, se= .0499, $P < 0.01$).

The turnover intention was being regressed in two ways by procedural justice and employee engagement. The path from procedural justice to employee engagement was negative and significant (-.4520, se=.0748, p<.0000).

The direct effect of employee engagement on turnover intention was negative and significant (-1.0187, se= .0841, p< 0.01) and the actual indirect effect was (IE= -.4630) statistically significant.

Another regression indicated the direct effect from interactional justice to employee engagement was positive and statistically significant (.4087, .0548, P< 0.01).

The turnover intention was being regressed in two ways by interactional justice and employee engagement. The path from interactional justice to employee engagement was negative and significant (-.4870, .0742).

The direct effect of employee engagement on turnover intention was negative and significant (-1.0500, .0794) and the actual indirect effect was (IE= -.4292) statistically significant.

Regression indicated the direct effect from person job fit to employee engagement was positive and statistically significant (.3957, .0340, P <0.01).

The turnover intention was being regressed in two ways by person job fit and employee engagement. The path from person job fit to employee engagement was negative and significant (-.2870, .0610).

The direct effect of employee engagement on turnover intention was negative and significant (-1.0130, .0933) and the actual indirect effect was (IE= -.4008) statistically significant.

Another regression indicated the direct effect from work life balance to employee engagement was positive and statistically significant (.3351, .0455, P <0.01).

The turnover intention was also being regressed in two ways by work life balance and employee engagement. The path from work life balance to employee engagement was negative and significant (-.4174, .0608).

The direct effect of employee engagement on turnover intention was negative and significant (-1.0444, se=.0787), and the actual indirect effect was (IE= -.3500) statistically significant.

4.7 SUMMARY OF HYPOTHESES TESTING

The hypotheses in this research were summarized as follow:

Table: 4. 6 Summary of Hypothesis

Descriptions	Decision
H1: Employee Recognition will be positively related to employee engagement.	Accepted
H2: Employee Recognition will be negatively related to employee turnover intention.	Accepted
H3: Distributive Justice will be positively related to employee engagement.	Accepted
H4: Distributive Justice will be negatively related to employee turnover intention.	Accepted
H5: Procedural Justice will be positive related to employee engagement.	Accepted
H6: Procedural Justice will be negatively related to employee turnover intention.	Accepted
H7: Interactional Justice will be positively related to employee engagement.	Accepted
H8: Interactional Justice will be negatively related to employee turnover intention.	Accepted
H9: Person-Job-Fit will be positively related to employee engagement.	Accepted
H10: Person-Job-Fit will be negatively related to employee turnover intention.	Accepted
H11: Work Life Balance will be positively related to employee engagement.	Accepted
H12: Work Life Balance will be negatively related to employee turnover intention.	Accepted
H13. Employee engagement will be negatively related to employee turnover intention.	Accepted
H14. Employee engagement will mediate the relationship of (employee recognition, distributive justice, procedural justice, interactional justice, person- job fit, work-life balance) and turnover intention.	All Accepted

Source: Own survey 2020

CHAPTER FIVE

5. SUMMARY, CONCLUSION, IMPLICATIONS AND RECOMMENDATIONS

The chapter is mainly focused on the summary of the research findings, the conclusion and recommendations of the research for further researches in the future.

5.1 SUMMARY OF FINDINGS

The main objective of the research was to investigate the mediation role of employee engagement to certain factors of turnover intention (employee recognition, distributive justice, procedural justice, interactional justice, person-job fit, and work-life balance) to the health professionals of public health centers found in Gulele sub-city.

Research questions were developed to assess relationships between each of the independent variable and the dependent variable turnover intention. The research questions also consisted of query that referred to the mediation role of employee engagement in the relationship.

In the basis of the research objective, 14 hypotheses were developed to test the relationships. Certain measuring instruments were also devised to measure the research variables. All of the instruments referred to a five-point Likert scale questionnaire. Employee recognition was measured by 11 items of Brun and Dugas (2008), distributive justice by 4 items of Sack (2006), procedural justice by 7 items of Sack (2006), interactional justice by 4 items of Colquitt (2012), 9 items person job fit by Brkich, Jeffs, and Carless (2002), 4 items work- life balance by Brough (2014), 9 items employee engagement Sack (2006) and 3 items of turnover intention by (Sack 2006).The questionnaires were also tested for their reliability. Cronbach's alpha of all the instruments was above 0.7 based on the suggestion (Nunnally, 1978). A total of 51 questionnaires were employed to collect data from 237 respondents. The non-responding rate was 5 percent. Missing data was tested by SPSS and none of the data was missed.

Before Multiple regression analysis, correlation test and pre-regression tests (normality, linearity and Multicollinearity tests were checked. The correlation analysis indicated, there was a considerable relationship among all the independent variables, the mediator variable and the dependent variable.

The normality test indicated data was normally distributed in all the case. The linearity test showed residuals are normally distributed as they almost touch the straight line and there was no linearity problem. The co-linearity test was checked by the suggestion of Andy (2006) that a tolerance value less than 0.1 and VIF value of greater than 10 suggested by Burns and Burns (2008) indicate a serious co-linearity problem. As the result showed the tolerance values of all the variables were greater than 0.1 and their VIF values were less than 10, thus co-linearity was not a problem. The regression model summary indicated 72.6 % the dependent variable was explained by the entire independent variables.

The overall hypothesis tests indicated the independent variables (employee recognition, distributive justice, procedural justice, interactional justice, person- job fit and work- life balance) had a significant positive relationship with employee engagement and a significant negative relationship with the dependent variable turnover intention. The relation between employee engagement and turnover intention was also found to be negative, and their relation accounts for the highest beta coefficient value. Moreover, the mediation analysis was tested by the model of Baron and Kenny (1986). The results indicated employee engagement partially mediated the relation between the independent variables and the dependent variable turnover intention in all the cases. The Andrew Hey model was also employed to overcome the critiques of the Baron and Kenny model that the model doesn't confirm the actual indirect effect of the mediation variable. In general, the entire hypothesis from **H1 to H14** proved to be accepted.

5.2 CONCLUSION

Even though employee engagement is an important aspect of every organization, there is a scarcity of empirical researches that examines the intermediary role of employee engagement. Employee engagement is predicted by several factors which broadly classified as job factors,

organizational factors, or individual factors. Employees' disengagement generated from either of these factors. Employee engagement can result in different consequences. When employees lack interest in their jobs, they will experience disengagement. This leads to many outcomes such as turnover intention. It is important to understand the relation between the factors of employee engagement and the consequences. This research mainly focused on testing the mediation role of employee engagement in the relation between the selected employee engagement factors and turnover intention in the context of Ethiopia. Based on the research findings, the research concludes:-

Employee engagement is predicted by a number of variables. All the variables devised in this research (employee recognition, distributive justice, procedural justice, interactional justice, person-job fit, and work-life balance) predict employee engagement. These factors are positively associated with employee engagement, and also negatively associated with turnover intention. Hence, they contribute to reducing turnover intention. As all the variables employed in the research don't refer to finance, the researcher suggests exploring more similar factors as a result it is possible to reduce employee turnover intention with limited expense.

Employee engagement predicts employee turnover intention. It also partially mediates the antecedent variables and the outcome variable.

Theories such as Sack SET, Kahn's need satisfying approach, and Maslach (MBI) theory can serve as a basis to examine the concept of employee engagement.

5.3 IMPLICATIONS OF THE STUDY

Practical Implication

The study finds out employee recognition was one of the strongest predictors of employee engagement with the highest beta coefficient value of all the other predictors in this research. This implies managers of the study population need to focus on acknowledging outstanding performances of their employees in time by placing a well organized and structured employee recognition programs. The highest beta value also implies, managers of the research population

to give top priority and more attention to employee recognition so that they can reduce the turnover intention of their employees.

The study result also indicated the three dimensions of organizational justice (distributive justice, procedural justice, and interactional justice) had a positive significant relationship with employee engagement and also negative and a significant relationship with turnover intention. The practical implication for managers of the study population, by focusing on the fair distribution of resources inside the organization for example during salary allocation, performance appraisal or by maintaining the consistent application of procedures for example during transfer, promotion, disciplinary measures, and other personnel decisions, and also maintaining the respect and the dignity of employees during communication with their boss, they are able to decrease employee turnover intention substantially.

The result of the study also indicated person job fit significantly increased employee engagement so that significantly decreased turnover intention of employees of the study population. The practical implication for managers is to focus on creating conducive work environments that support their employees to apply their skills and abilities. By doing the same, the managers are able to decrease employees' turnover intention from their organization.

Managers need also to tolerate a work-life balance that shouldn't disrupt employees' family and social relationships. The research result indicated WLB contributes to employee turnover intention. Hence, managers need to focus on these factors to reduce turnover intention.

The study indicated employee engagement is strongly and negatively correlated with employee turnover intention. Managers of the research population need to focus on their employees' engagement by identifying the right factors. This is an important task for the managers; hence turnover intention will be reduced significantly. Furthermore, employee engagement accounts for the relationships between the antecedents (employee recognition, distributive justice, procedural justice, interactional justice, person-job fit) and turnover intention since it partially mediated the relationship between the antecedents and the consequence variable in this research. This takes managers to give top priority to employee engagement. Furthermore, as the entire antecedent

variables of the research don't refer to any finance, this implies managers are able to reduce employee turnover intention even at the time of budget problems.

Implication for Researches

As Employee engagement is a big construct, several scholars proposed a number of predictors which some refer to organizational factors (management style, job rewards, etc), some job factors (work environment, task characteristics, etc) and some refer to individual factors (physical energies, self-consciousness, etc). However, this research focused on only six predictors that many more are left. Thus, future researches need to include a large number of these factors so that employee engagement is further explained.

Employee engagement is influenced by individual factors, for example, emotional stability, temperament, personality, etc. Several personality variables including hardiness, self-esteem, and locus of control are related to burnout and might also be important for engagement Maslach et al. (2001). This implies the level of employee engagement can vary from person to person as a result of individual differences. This suggests future researches to test the moderating role of employee engagement.

5.4 FUTURE RESEARCH DIRECTIONS

Even though current around 98 public health centers are found in Addis Ababa, the research limits the study only in seven public health centers in Gulele sub-city due to the limited resources. Considering the total number, the research population is small in proportion to give the ultimate conclusion about the effects of employee engagement to employee turnover intention. Thus, there is a need of more researches the future. Furthermore, the researcher suggests a wide range of future researches that extend the researches into public health organizations found out of Addis Ababa including health posts and public hospitals to conduct in-depth researches on the health industry of Ethiopia.

The research didn't also attempt to investigate the research variables by classifying the health professionals depending on their position such as doctors, nurses; health officers, etc rather applied a holistic approach. The researcher suggests separate researches in the future.

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Annexes

Annex-1

Addis Ababa University College of Business and Economics Department of Management
(M.sc Program)

Dear Respondent:

These questionnaires are designed to collect data for the purpose of investigating the relation of employee engagement and turnover/ intention. The information you provide to the researcher will serve as primary data for this research. The information will be treated with the utmost confidentiality. *Please note that participation in this research is entirely voluntarily.* The researcher would like to thank you in advance for your time.

Sincerely,

General Instruction

1. No need to write your name.
2. Put tick mark “√” on the appropriate cell of your responses for the Likert scale questions.
3. If you need further explanation, please contact me at: Tel. 0911-631559 or E-mail: ketselakk@yahoo.com

Section I: Demographic Profile

Instruction: This part of the questionnaire asks you're personal and job related information. Please respond the questions by placing (√) on the choices that represent you.

1. Gender: Male Female

2. Age: 21-30 years 31-40 y ears 41-50 years > 51 years

3. Marital Status: Married Single Divorced Widowed

4. Educational level: Doctorate Degree MPH BSC/BA Diploma

5. Work Experience < 3 years 3 to 5 years >5 years

6. Job Category:

Medical Director Medical Doctor Health Officer Mid-Wife BSC/Clinical Nurse

Health Extension Pharmacist Lab Technician Bio Medical Equipment HIT

Section II: Employee Engagement

Please put (√) in the place where the choice is appropriate for you.

No	I- Employee Engagement	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1	I really throw myself into the job.					
2	Time passes quickly when I perform my job.					
3	I stay until the job is done.					
4	I get excited when I perform well on my job.					
5	I am highly engaged in my job.					
6	Being a member of this organization is very captivating.					
7	One of the most exciting things for me is getting involved with things happening in the organization.					
8	Being a member of this organization makes me excited.					
9	I am highly engaged in this organization					
	II- Employee Recognitions					
10	My personal wellbeing is important to my supervisor.					
11	My supervisor makes me feel that I matter					
12	My supervisor is sensitive to my needs					
13	I received congratulations from my supervisor when I reach specific goals					
14	My supervisor thanks me when I successfully reach performance goals					
15	My supervisor recognize the quality of the work that I do					
16	My supervisor comments on the level of professionalism I exhibit through my work					
17	My hard work and dedication are noticed by my supervisor					
18	My supervisor takes the time to thank me for the amount of effort I put into my work					
19	I feel my supervisor appreciates how devoted I am to my job.					
20	My supervisor acknowledges my loyalty to our team					

	III- Distributive Justice					
21	The outcomes I received reflect the effort I have put into my work.					
22	The outcomes I received appropriate for the work I have completed					
23	The outcomes I received reflects what I have contributed to the organization					
24	The outcomes I received are justified, given my performance.					
	IV- Procedural Justice					
25	I am able to express my views and feelings during those procedures.					
26	I have influence over the outcomes of those procedures.					
27	Procedures are consistently applied in my organization.					
28	Procedures are followed free of bias.					
29	Procedures are based on accurate information					
30	I can appeal against the outcomes arrived at those procedures					
31	The procedures upheld ethical and moral standards					
	V- Interpersonal Justice					
32	My supervisor treated me in a polite manner during decision making.					
33	My supervisor treated me with dignity during decision making.					
34	My supervisor treated me with respect during decision making					
35	My supervisor refrained from improper remarks or comments during decision making					
	VI- Person-Job-Fit					
36	My current job is really me					
37	This job is really what I would like to be doing					
38	All things considered, this job suits me					
39	I feel like this is not the right type of work for me					
40	I feel that my goals and needs are met in this job					
41	I find my current job motivating					

42	My abilities, skills and talents are the right type for this job					
43	I am sure there must be another job for which I am better suited					
44	I am able to use my skills, talents and competencies in my current job					
	VII- Work Life Balance					
45	I currently have a good balance between the time I spend at work and the time I have available for non-work activities.					
46	I have difficulty balancing my work and non-work activities.					
47	I feel that the balance between my work demands and non-work activities is currently about right.					
48	Overall, I believe that my work and non-work life are balanced.					
	VIII- Turnover Intention					
49	I frequently think of quitting my job.					
50	I am planning to search for a new job during the next 12 months.					
51	If I have my own way, I will be working for this organization one year from now					

Thank You

Annex-4.1 Mediation Analysis (Model 2)

OUTCOME VARIABLE:						
EMPLOYEE ENGAGEMENT						
Model Summary						
R	R sq	MSE	F	df1	df2	p
.7635	.5829	.2883	328.4791	1.0000	235.0000	.0000
Model						
	coeff	se	t	p	LLCI	ULCI
constant	.9803	.1280	7.6557	.0000	.7280	1.2326
EMREC	.7321	.0404	18.1240	.0000	.6525	.8117
OUTCOME VARIABLE:						
TURN-OVER INTENTION						
Model Summary						
R	R-sq	MSE	F	df1	df2	p
.7680	.5898	.8678	168.1955	2.0000	234.0000	.0000
Model						
	coeff	se	t	p	LLCI	ULCI
constant	7.6508	.2483	30.8115	.0000	7.1616	8.1401
EMREC	-.5995	.1085	-5.5246	.0000	-.8133	-.3857
EMPENG	-.8008	.1132	-7.0763	.0000	-1.0238	-.5779
OUTCOME VARIABLE:						
TURN-OVER INTENTION						
Model Summary						
R	R-sq	MSE	F	df1	df2	p
.7085	.5020	1.0490	236.8552	1.0000	235.0000	.0000
Model						
	coeff	se	t	p	LLCI	ULCI
constant	6.8658	.2442	28.1101	.0000	6.3846	7.3470
EMREC	1.1857	.0770	15.3901	.0000	1.3375	1.0340

Indirect effect(s) of X on Y:				
	Effect	BootSE	BootLLCI	BootULCI
EMPENG	-.5863	.1232	-.8416	-.3613

Note: EMPENG= Employee Engagement

EMREC= Employee Recognition

OUTCOME VARIABLE:							
EMPLOYEE ENGAGEMENT							
Model Summary							
	R	R sq	MSE	F	df1	df2	p
	.4367	.1907	.5595	55.3767	1.0000	235.0000	.0000
Model							
	coeff	se	t	p	LLCI	ULCI	
constant	1.8614	.1881	9.8986	.0000	1.4910	2.2319	
DISJUS	.4416	.0593	7.4416	.0000	.3247	.5585	
OUTCOME VARIABLE:							
TURN-OVER INTENTION							
Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.7638	.5834	.8813	163.8322	2.0000	234.0000	.0000
Model							
	coeff	se	t	p	LLCI	ULCI	
constant	8.0691	.2809	28.7220	.0000	7.5156	8.6226	
DISJUS	-.4260	.0828	-5.1453	.0000	-.5891	-.2629	
EMPENG	-1.0942	.0819	-13.3656	.0000	-1.2555	-.9329	
OUTCOME VARIABLE:							
TURN-OVER INTENTION							
Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.5151	.2653	1.5474	84.8709	1.0000	235.0000	.0000
Model							
	coeff	se	t	p	LLCI	ULCI	
constant	6.0323	.3127	19.2883	.0000	5.4161	6.6484	
DISJUS	-.9092	.0987	-9.2125	.0000	-1.1037	-.7148	

Indirect effect(s) of X on Y:				
	Effect	BootSE	BootLLCI	BootULCI
EMPENG	-.4832	.0716	-.6285	-.3468

Note: EMPENG= Employee Engagement DISJUS= Distributive Justice

OUTCOME VARIABLE:							
EMPLOYEE ENGAGEMENT							
Model Summary							
	R	R sq	MSE	F	df1	df2	p
	.5108	.2609	.5110	82.9608	1.0000	235.0000	.0000
Model							
	coeff	se	t	p	LLCI	ULCI	
constant	1.8050	.1614	11.1805	.0000	1.4869	2.1230	
PROJUS	.4545	.0499	9.1083	.0000	.3562	.5528	
OUTCOME VARIABLE:							
TURN-OVER INTENTION							
Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.7739	.5989	.8485	174.6679	2.0000	234.0000	.0000
Model							
	coeff	se	t	p	LLCI	ULCI	
constant	7.9230	.2575	30.7691	.0000	7.4157	8.4304	
PROJUS	-.4520	.0748	-6.0435	.0000	-.5994	-.3047	
EMPENG	-1.0187	.0841	-12.1180	.0000	-1.1843	-.8531	
OUTCOME VARIABLE:							
TURN-OVER INTENTION							
Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.5892	.3471	1.3752	124.9450	1.0000	235.0000	.0000
Model							
	coeff	se	t	p	LLCI	ULCI	
constant	6.0843	.2648	22.9727	.0000	5.5625	6.6061	
PROJUS	-.9150	.0819	-11.1779	.0000	-1.0762	-.7537	

Indirect effect(s) of X on Y:				
	Effect	BootSE	BootLLCI	BootULCI
EMPENG	-.4630	.0654	-.5980	-.3421

Note: EMPENG= Employee Engagement PROJUS= Procedural Justice

OUTCOME VARIABLE:						
EMPLOYEE ENGAGEMENT						
Model Summary						
R	R sq	MSE	F	df1	df2	p
.4376	.1915	.5589	55.6700	1.0000	235.0000	.0000
Model						
	coeff	se	t	p	LLCI	ULCI
constant	1.7801	.1981	8.9847	.0000	1.3898	2.1705
INTJUS	.4087	.0548	7.4612	.0000	.3008	.5167
OUTCOME VARIABLE:						
TURN-OVER INTENTION						
Model Summary						
R	R-sq	MSE	F	df1	df2	p
.7800	.6084	.8284	181.7576	2.0000	234.0000	.0000
Model						
	coeff	se	t	p	LLCI	ULCI
constant	8.3304	.2796	29.7960	.0000	7.7796	8.8813
INTJUS	-.4870	.0742	-6.5651	.0000	-.6331	-.3408
EMPENG	-1.0500	.0794	-13.2219	.0000	-1.2065	-.8936
OUTCOME VARIABLE:						
TURN-OVER INTENTION						
Model Summary						
R	R-sq	MSE	F	df1	df2	p
.5620	.3158	1.4411	108.4684	1.0000	235.0000	.0000
Model						
	coeff	se	t	p	LLCI	ULCI
constant	6.4613	.3181	20.3094	.0000	5.8345	7.0880
INTJUS	-.9161	.0880	-10.4148	.0000	-1.0894	-.7428

Indirect effect(s) of X on Y:				
	Effect	BootSE	BootLLCI	BootULCI
EMPENG	-.4292	.0664	-.5715	-.3107

Note: EMPENG= Employee Engagement INTJUS= Interactional Justice

OUTCOME VARIABLE:							
EMPLOYEE ENGAGEMENT							
Model Summary							
	R	R sq	MSE	F	df1	df2	p
	.6047	.3657	.4385	135.4687	1.0000	235.0000	.0000
Model							
	coeff	se	t	p	LLCI	ULCI	
constant	2.0014	.1127	17.7640	.0000	1.7794	2.2233	
PERJOBFF	.3957	.0340	11.6391	.0000	.3287	.4627	
OUTCOME VARIABLE:							
TURN-OVER INTENTION							
Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.7591	.5763	.8963	159.1311	2.0000	234.0000	.0000
Model							
	coeff	se	t	p	LLCI	ULCI	
constant	7.3830	.2465	29.9476	.0000	6.8973	7.8687	
PERJOBFF	-.2870	.0610	-4.7026	.0000	-.4072	-.1667	
EMPENG	-1.0130	.0933	-10.8624	.0000	-1.1967	-.8293	
OUTCOME VARIABLE:							
TURN-OVER INTENTION							
Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.6022	.3626	1.3425	133.7063	1.0000	235.0000	.0000
Model							
	coeff	se	t	p	LLCI	ULCI	
constant	5.3556	.1971	27.1691	.0000	4.9673	5.7440	
PERJOBFF	-.6878	.0595	-11.5631	.0000	-.8050	-.5706	

Indirect effect(s) of X on Y:				
	Effect	BootSE	BootLLCI	BootULCI
EMPENG	-.4008	.0622	-.5328	-.2888

Note: EMPENG= Employee Engagement PERJOBFF= Person Job Fit

OUTCOME VARIABLE:							
EMPLOYEE ENGAGEMENT							
Model Summary							
	R	R sq	MSE	F	df1	df2	p
	.4333	.1877	.5616	54.3085	1.0000	235.0000	.0000
Model							
	coeff	se	t	p	LLCI	ULCI	
constant	2.1356	.1541	13.8556	.0000	1.8319	2.4392	
WOKLIBA	.3351	.0455	7.3694	.0000	.2455	.4247	
OUTCOME VARIABLE:							
TURN-OVER INTENTION							
Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.7835	.6139	.8167	186.0391	2.0000	234.0000	.0000
Model							
	coeff	se	t	p	LLCI	ULCI	
constant	7.9473	.2505	31.7197	.0000	7.4537	8.4410	
WOKLIBA	-.4174	.0608	-6.8609	.0000	-.5373	-.2976	
EMPENG	-1.0444	.0787	-13.2754	.0000	-1.1993	-.8894	
OUTCOME VARIABLE:							
TURN-OVER INTENTION							
Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.5684	.3231	1.4257	112.1857	1.0000	235.0000	.0000
Model							
	coeff	se	t	p	LLCI	ULCI	
constant	5.7170	.2456	23.2789	.0000	5.2332	6.2009	
WOKLIBA	-.7674	.0725	-10.5918	.0000	-.9101	-.6246	

Indirect effect(s) of X on Y:				
	Effect	BootSE	BootLLCI	BootULCI
EMPENG	-.3500	.0629	-.4800	-.2324

Note: EMPENG= Employee Engagement WOKLIBA= Work Life Balance