



**Addis Ababa University  
Faculty of Business & Economic  
EMBA Program**

**Factors Affecting Labor Turnover Intention in the  
Garment Industry**



**in Nasa Garment P.L.C (Hawassa Industrial Park)**

**By: Melat Ayele**

**Advisor: Yared Asrat (PhD)**

**June 2024**

**Addis Ababa, Ethiopia**



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Garment Industry**

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**By: Melat Ayele ID No GSE/1614/13**

**The purpose of this research project is to partially meet the requirements for the Executive Master of Business Administration (EMBA) degree by presenting it to the Addis Ababa University Faculty of Business and Economics.**

**Advisor: Yared Asrat (PhD)**

**June 2024**

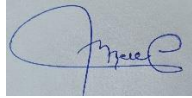
**Addis Ababa, Ethiopia**

## DECLARATION

I declare that this research project entitled “Factors Affecting Labor Turnover Intention in the Garment Industry in Nasa Garment P.L.C (Hawassa Industrial Park),” submitted in partial fulfillment of the requirements for the Degree of Executive Master of Business Administration, is my own work prepared under the guidance of **Yared Asrat (PhD)**. It contains neither material previously published by another person nor that has been accepted for the award of any other degree from the University. All Sources of materials used for the research have been duly acknowledged.

Name of student: Melat Ayele

Signature:

A handwritten signature in blue ink, appearing to read 'Melat Ayele', is shown within a rectangular grey box.

Date: June 10<sup>th</sup>, 2024

## STATEMENT OF CERTIFICATION

This is to certify that the project prepared by **Melat Ayele** entitled, “**Factors Affecting Labor Turnover Intention in the Garment Industry in Nasa Garment P.L.C (Hawassa Industrial Park)**” submitted in partial fulfillment of the requirements for the Degree of Executive Master of Business Administration. The research project complies with the regulations of the University and meets the accepted standards concerning originality and quality with my approval as a university advisor.

Approved by: Advisor: Yared Asrat (PhD)

Signature:


A handwritten signature in cursive script, appearing to read 'Yared', written above a horizontal line.

Date:


10<sup>th</sup> June 2024

## APPROVED BY THE BOARD OF EXAMINERS

This research project prepared by **Melat Ayele** has been submitted for examination with my approval as her advisor.

Name of advisor: Yared Asrat (PhD)    Signature:     Date: June 30, 2024

This project examination result is correct and based on the given evaluation criteria.

Name of external examiner: Taye Am(ogne (PhD))    Signature:     Date: 01/07/24

Name of internal examiner: \_\_\_\_\_    Signature: \_\_\_\_\_    Date \_\_\_\_\_

## DEDICATION

I dedicate this to:

**My family:** To my husband and my kids, who instilled in me the love for learning and resilience. Your unwavering support and sacrifices have shaped my journey. To parents and my sisters, whose encouragement and camaraderie kept me going during challenging times.

**My Advisor and Teachers:** To my thesis advisor, Yared Asrat (Phd), whose guidance, patience, and expertise have been invaluable. Thank you for believing in my potential. To all my teachers and professors, past and present, who ignited my curiosity and passion for knowledge.

**My Friends and Peers:** To my friends, who celebrated my victories and stood by me during setbacks. Your laughter and camaraderie made this journey memorable. To my fellow researchers and classmates, who shared late nights, coffee breaks, and intellectual debates.

**Nasa Garment P.L.C:** To the employees of Nasa Garment P.L.C, who generously participated in my study. Your insights and candid responses enriched my research.

May this research project contribute to the collective knowledge and inspire future endeavors.

## ACKNOWLEDGEMENT

I would like to express my sincere gratitude to the God for making this happen and would like to thank following individuals and organizations who have contributed to the completion of this research project:

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**Academic Institutions:** Addis Ababa University the Department of Business and Economics that provided a conducive learning environment. Their commitment to knowledge dissemination is commendable.

In conclusion, this research project would not have been possible without the collective efforts of these individuals and entities. I am grateful for their contributions, and I hope that this work contributes to the field of EMBA.

## ABSTRACT

*This research study, titled 'Factors Affecting Labor Turnover Intention in the Garment Industry,' investigates turnover intentions and identifies the primary causes of employee turnover intention. The study focuses on Ethiopia's industrial parks, with Nasa Garment serving as the sample organization. An empirical study was conducted at Nasa Garment P.L.C, a local apparel company situated in Hawassa Industrial Park. Quantitative data were collected through questionnaires, employing the random sampling method to select sample and used Solvin's formula to determine sample size. Data were analyzed using descriptive and inferential statistics, correlation analysis to identify and relationship between the variables; regression analysis to predict the change in the dependent variable when the independent variables change. The results from the analysis of a dataset derived from questionnaires on existence of turnover intention and the factors of the turnover intention, completed by 197 NASA Garment Plc existing employees. The research revealed a consistent high employee turnover rate over the years within the company, resulting in significant costs, particularly related to training new employees. The study's key findings indicate that there is turnover intention in the current employees of Nasa Garment and the primary factor driving turnover intention is 'Salary and Benefit,' followed by 'Other Employment Opportunity.' Additionally, there exists a significant negative correlation between 'Turnover Intention' and 'Other Employment Opportunity,' as well as a negative correlation between 'Turnover Intention' and the 'Salary and Benefit' factor.*

. **Keywords:** Employee, turnover intention, factors, Industry Park.

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## **LIST OF ABBREVIATIONS /ACRONYMS**

<b>ETI</b>	Existence of Turnover Intention
<b>SB</b>	Salary and Benefit
<b>WE</b>	Working Environment
<b>GP</b>	Growth and Development
<b>SS</b>	Supervisory Support
<b>WLB</b>	Work-Life Balance
<b>IP/C</b>	Industry Park/ Cluster
<b>IPCOEP</b>	Industry Park
<b>HIP</b>	Hawassa Industrial Park

# CHAPTER ONE

## 1. INTRODUCTION

This chapter presents information on the background of the study, a statement of the problem, research questions, the objective of the study, the significance of the study, and the scope of the study.

### 1.1 Background of the Study

The apparel industry plays an essential role in developing a country's economy in respect of employment creation, generation of revenue, and overall performance. Since this industry is one of the main labor-intensive sector, the countries endowed with abundant labor power have a promising future for their nurtured growth. This industry is expected and estimated to grow in leaps and bounds and generate a considerable amount of revenue and employment from a global perspective. Due to favorable demographic factors, changes in consumer behavior, discretionary income growth, and a considerable move towards branded apparel caused a positive growth in the international apparel market out of which Asian countries contribute to 50% of apparel export. However, in the last few years, opportunities have been extended to East African countries that show strong development potential in the textiles and apparel industry. The performance of the African Growth and Opportunity Act (AGOA) in 2000 and additional provisions in 2007 implemented more favorable rules of origin and the East African textile and apparel industry has become more attractive to investors. Nowadays, East Africa is becoming a growing local free trade zone for goods, labor, and services making.

Manufacturing being labor intensive can be a powerful source of employment opportunities for people mainly women living in developing countries. This can further lead to improvements in welfare, like the reduction of poverty and women's empowerment promotion. (Duflo 2012). However, at the same time, manufacturing jobs are often characterized by low wages and poor working conditions, leading to high labor turnover rates, which results in low performance in apparel industries.

Staff turnover and retention are two important issues that affect organizations in several ways. The problem of employee turnover has interested many scholars since the early 1920s. It became a global issue that affected all organizational activities at the start of the twenty-first century. It is

important to remember Andrew Carnegie in this context because he once said: "Take away my factories, my plants; take away my railroads, my ships, my transportation, take away my money; strip me of all of these but leave me my key employees, and in two or three years, I will have them all again" (Gupta & Srivastava, 2007). Moreover, the research of Ahlrichs (2000) highlighted the most underestimated costs of turnover of key employees for employers.

Employee turnover poses a significant challenge for organizations in diverse sectors, including the garment industry. Elevated turnover rates result in higher recruitment expenses, skilled workforce attrition, and disruptions to overall productivity. Recognizing the factors that impact turnover intention is crucial for successful human resource management and organizational effectiveness.. Managers will be able to create better and more effective business practices that will ultimately optimize the use of organizational resources with the help of the practical application of academic knowledge and the conceptual modeling of employee turnover intention. Employees' attitudes toward the company, or, to put it another way, their conscious intention to leave the company, is reflected in their turnover intention. It has been determined that the most significant cognitive factor influencing behavior is an individual's intention. While prior research offers valuable insights, there are still unexplored aspects related to the unique dynamics of the garment industry. Few studies have thoroughly investigated how psychographics (such as job satisfaction and happiness) and socio-demographic factors jointly influence turnover intention within this specific context.

With more than 800 workers, Nasa Garment is in a labor-intensive industry where employee effectiveness is a key factor in overall business success. However, Nasa Garment is facing high turnover of employees throughout the years, which affects its performance and incurs additional costs in training new operators. Located in industry parks, companies with the same sector, the employees find it easy to move from one company to another with even a slight benefit. Turnover intention often serves as an early indicator of potential turnover. Addressing the factors driving turnover intention is crucial for retaining valuable employees and maintaining organizational stability.

This study uses Nasa Garment P.L.C. as a case study to identify the main causes of employee (operators) turnover intention and design retention methods for the garment/apparel business in industrial parks in Ethiopia.

## **1.2 Background of the Organization**

NASA Garment P.L.C is a locally owned private export-oriented garments manufacturing company, established in 2019 with 800 employees based at Hawassa Industrial Park, which opened in July 2016, has been described as the Ethiopian government's "flagship" industrial park.. It began exporting in April 2020 during the COVID-19 pandemic, leading to stop its production of garments and focus instead on manufacturing facemasks. Nasa Garment made more than 10 million facemasks, which were all provided for the local market, government organizations and NGOs produced entirely by local manpower. It has been exporting to USA, Europe and UAE to different well-known international companies like TCP (The Children's Place), Star world, Walmart and Decathlon.

The company actively promotes sustainable production of "made in Ethiopia" garments to increase international competitiveness, aims to build capacity and increase skills and knowledge of low-skilled labor as well as providing education and training opportunities in the labor-intensive garment sector. NASA is the first local garment Buying house & consulting company in Ethiopia. Nasa Garment operates with most of local employees and few expats that are at the management level. Every hired employee gets proper training to ensure the employees are trained enough to be parts of export quality production. Nasa have provided training to over 6000 operators from the ground up since the company opened, with more than half of them being women. It also made it possible for them to continue supporting themselves and the industry.

Currently, being under suspension of AGOA Nasa Garment is working with various local governmental and non-governmental organizations. It produces different employees and students' uniforms, marketing promotional garments, and casual garments for the market. It helps the country to save foreign currency by import substitution, by producing export standard garments for local market.

## **1.3 Statement of the Problem**

In today's corporate environment especially in industries, it is often acknowledged that human resources are an invaluable asset to organizations. The apparel industry is a labor-intensive industry highly dependent on labor so it cannot survive in the competitive worldwide market without good and sturdy workforce. Even though it is tried to automate different types of sewing and related machines to minimize dependency on labor, the industry still needs qualified labor that

has an impact on the output of the production. High Employee turnover is a common problem in the apparel industry, and key factors affect employee turnover, such as employee frustration, limited career development opportunities, for own betterment, and peer behaviors (Farooqui & Ahmed, 2013). The garment industry faces persistent challenges related to employee turnover, which significantly impact organizational stability, productivity, and financial performance. Despite existing research on turnover intention, there remains a need to delve deeper into the specific dynamics within this industry.

Turnover intention is a continuous issue that has affected organizations to date. Even though there is sufficient literature available on employee turnover, there are no precise models to find out why employees leave their working places (Lee & Mitchell, 2001). Voluntary employee turnovers result in significant costs for an organization. Therefore, it's critical to pinpoint the reasons behind employee turnover. The study's conclusions will be especially valuable to Human Resource managers in the apparel industry as they develop efficient retention strategies that meet organizational goals. (Fernando, 2010).

The inadequacy in the present way of doing things are the existing approaches often rely on traditional models and static frameworks to explain turnover intention. These models may oversimplify the complex interplay of factors affecting turnover, especially within the dynamic and rapidly changing garment industry. The “one-size-fits-all” approach fails to capture industry-specific nuances and individual variations.

The challenges with existing theory are that many established theories may not fully account for the unique context of the garment industry. Observable behaviors related to turnover intention such as sudden resignations, frequent job changes, or shifts in commitment may not align neatly with theoretical predictions. Factors like work conditions, piece-rate pay, and seasonal fluctuations challenge the applicability of generic turnover models.

Nasa Garment employs workers/operators starting from no skilled to skilled ones. The company trains all new workers/operators at any skill level to ensure they are qualified enough for export standard production, which is mandatory as part of buyers' compliance but is costly. Nasa have provided training including soft skills to over 6000 operators from the ground up since the company opened, with more than 80% of them being women. It also made it possible for them to continue supporting themselves and the industry. Subsequently, however, a high turnover of

employees/workers/operators creates additional costs for the company and reduces production performance and output.

The primary goal of the apparel sector is to maximize profit, which is associated with employee productivity either directly or indirectly. Therefore, the organization's goal is to hold onto its key personnel. Put another way, reduce staff turnover. Employee development and strategies of the organization mainly focus on employee turnover. A few things can affect an employee's decision to leave the company. It is occasionally observed that employees are more drawn to a new job than a previous one. Put another way, workers' dissatisfaction with their current workplace contributes to their desire to leave their jobs. Employees prefer security of their jobs. One of the main reasons why workers quit is a lack of job stability. It is not common for people to quit pleasant jobs, even if they might find better opportunities elsewhere with greater compensation. (Carsten 1987)

The purpose of this research proposal is to assess the level of labor turnover intention and identify the main multifaceted factors of labor turnover intention in the garment/ apparel industry in industrial parks in Ethiopia, taking Nasa Garment P.L.C as a sample.

#### **1.4 Research Questions:**

To attain the objectives of the study, the proposed study will try to address the following research questions:

1. Does the labor turnover intention exists?
2. What are the main factors that affect labor turnover intention?

#### **1.5 Objectives of the Study:**

##### **1.5.1 General Objectives**

The main objective of the general objective of this study is assess the level of turnover intention and to identify the main factors that affect the turnover intention.

##### **1.5.2 Specific Objectives**

The specific objectives of the study aim to fulfill specified as follows:

- 1) To assess the existence of turnover intention.
- 2) To identify main factors that affect labor turnover intention.

## 1.7 Significance of the Study

This research would be significant to Nasa Garment as it is facing high turnover especially of operators though out the years leaving the company incurring significant cost of training new operators and facing decrease of productivity. Being in the industry park with factories of the similar field makes it both challenging and favorable at the same time. Nasa Garment being the only local company surviving through pandemic, suspension of AGOA and the impact of Northern political situation sustainable environment is inevitable. Even though the company is passing through external factors for the past few years, it is very important for the company to keep its workforce in tact to overcome all the external problems by reducing its internal problems, which in turn will minimize its cost and increase its productivity. Therefore, finding out the factors for employees' turnover intention and getting proper solution to retain them is very essential.

## 1.8 Scope of the Study

This study limits itself to studying employees' turnover intention in a specific type of industry and specific country that is in Nasa Garment P.L.C, an apparel industry in Hawassa Industrial Park of our country Ethiopia. Since Ethiopia is a newcomer to this field, and even though related studies are made in different other countries it is also necessary to make the study specifically for apparel industries in Industrial Parks in Ethiopia which might result in a specific approach to solving the problem.

**Conceptual Scope:** the study will be focused on identifying the turnover intention of operators/employees and finding ways of retention methods in the apparel industry.

**Geographical Scope:** the study is intended to cover operators/employees at Nasa Garment based at Hawassa Industrial Park.

**Methodological Scope:** the study will employ quantitative research methods.

## 1.9 Definition of Terms

- **Apparel Industry:** - also called the clothing or garment industry summarizes the types of trade and industry along with the production and value chain of clothing and garments,

starting with the textile industry, embellishment using embroidery, via the fashion industry to apparel retailers up to trade with second-hand clothes and textile recycling.

- **Apparel Production:** - also known as garment production is a process where fabric is converted into garments.
- **Operators (Sewing Machine Operators):** are employees that Operate or tend sewing machines to perform garment sewing operations, such as joining, reinforcing, or decorating garments or garment parts. Include sewing machine operators and tenders who perform specialized or automatic sewing machine functions, such as buttonhole making or tacking.
- **Line supervisors:** employees that directly supervise and coordinate the activities of production and operating workers, such as inspectors, precision workers, machine setters and operators, assemblers, fabricators, and plant and system operators.
- **Line in charge:** - employees that supervise and coordinate activities of a number of production lines in the factory
- **Helpers of operators:** - are employees that closely work with operators assisting them with anything they need like without any time wastage.
- **Employees' Turnover:** - is the loss of talent in the workforce over time. This includes any employee departure, including resignations, layoffs, terminations, retirements, location transfers, or even deaths.
- **Employee's Turnover Intention:** - is a measurement of whether a business' or organization's employees plan to leave their positions or whether that organization plans to remove employees from positions. Turnover intention, like turnover itself, can be either voluntary or involuntary.
- **Employee retention** is the organizational goal of keeping talented employees and reducing turnover by fostering a positive work atmosphere to promote engagement, showing appreciation to employees, and providing competitive pay and benefits and a healthy work-life balance.
- **Job Satisfaction:** -- Job satisfaction is a positive emotional state resulting from the appraisal of one's job or reactions to work experiences, how workers feel about their jobs, aspects of their jobs, and work situations.
- **Motivation:** - The level of dedication, ambition, and ingenuity that your team members bring to work each day.

## **1.1 Organization of the Study**

There are five chapters in the research project paper. The background of the study, the statement of the problem, the objectives of the study, the research questions, the hypothesis, significance of the study, and the scope of the study are covered in the first chapter. The concept of turnover intentions, its factors and different retention mechanism and some empirical literature is included in the second chapter. Type of methodology used in the study is under the third chapter. It covers the research design, population, sample and sampling procedures, data collection instruments, and analysis methods. Data presentation findings and analysis is discussed in the fourth chapter. Finally, the fifth chapter includes the conclusions and recommendation

## CHAPTER TWO

### 2. REVIEW OF RELATED LITERATURE

#### **Introduction**

This chapter covered the concept of turnover intention, the problems of the turnover intention, the factors and possible employees retention strategies, and some empirical literature was discussed by gathering the available literature by scholars and academicians on the subject.

Industrialization is the engine for socio-economic countries' transformation where citizens' increased quality of life and sustainable economic growth can be attained. It is ideal for generating dynamism in the economy by creating new employment opportunities and bringing a competitive advantage. Through industrialization significantly increased production and productivity can be achieved which in turn successfully alters the economic structure as well as the social structure of the population.

With the ambition of becoming the largest manufacturing hub in Africa, over the past decade, Ethiopia has been experiencing rapid manufacturing growth. (National Planning Commission 2016: 82). The Ethiopian industrial development agenda focuses on labor-intensive, export-led manufacturing in textiles, garments, leather, food and beverages, and pharmaceuticals. These sectors are intended to absorb part of the rapidly growing workforce by employing a hundred thousand young individuals. (National Planning Commission 2016:138). Through the establishment of large industrial parks and generous incentive schemes, total foreign direct investment (FDI) inflow to the manufacturing sector in Ethiopia has increased. (EIC 2018). Following FDI few local investors immersed and have also joined industrial parks. Despite the ambitious goals and the experienced acceleration of the manufacturing sector, the value added to GDP growth, employment shares, and exports has not nearly reached the targets set by the government (Oqubay 2018).

The apparel industry representing a dynamic sector in the global trade plays a significant role in every country's economic development by providing many job opportunities and sustainable

growth. People all over the world being very neat and stylish, wear clothes to represent their culture and themselves increasing the demand for the garment's product day by day. This increased demand lets countries worldwide manufacture quality garments products and sell them abroad or export which helps the country's growth.

Manufacturing garment products for export purpose require qualified skilled operators who can produce quality garment with the minimum defects possible. As quality is of prime importance in any aspect of business, customers demand and expect value for money. As producers of apparel, there must be a constant endeavor to produce work of good quality. The more defects-free garments are produced the more the factory gains and minimize the number of rejected garments or loss. Quality control and standards are one of the most important aspects of the content of garment job and therefore a major factor in training, Therefore, factories performance depends on the output of the factory, which also depends on the quality of the types of machinery, raw materials, different level of labor used and the management.

The apparel industry requires qualified skilled operators who are mostly created within the factories/ companies through different training and work experience they get. Daily, a number of new unskilled laborers or potential employees/operators come into Industrial Parks with different reasons for working in the apparel industry. As most operators come from low-class populations, their main concern is to get a job to support themselves as well as their families. However, as they join the industry and culture of the apparel industry some of the employees may develop new reasons or visions for working in this industry. Working in big factories, using different machinery, seeing their output, and watching their supervisors, top management, and owners of the factory will create new visions for operators making them far-sighted, wishing new things for themselves as well as their families. This new way of thinking will create social growth, a new, society; a society with more demands, better living standards, better knowledge and skill, and better wishes to their young. Employees' enthusiasm towards their work and everyday day life is a measure of the quality of work. Job satisfaction is a crucial factor in the employees' tenure in an organization. With skilled visionary and passionate labor in the factories, the productivity and performance of apparel industries will increase both in quality and in quantity.

However, for the apparel industry to get consistent performance and maximized income it is necessary to find out all hindrances and solutions for overcoming them. One of the main reasons is the high turnover of skilled labor.

As the apparel industries grew, issues with the labor force frequently surfaced. It's true that the apparel sector can employ a large number of people, which helps lower the unemployment rate. But as it happens, the business has a high turnover rate because not many workers, particularly those in the garment industry, have extended tenure. Companies are concerned about this since it is expensive to do the hiring and retraining process, particularly for low-paying positions where employee turnover is high. The company's performance is also negatively impacted by staff turnover since skilled workers who execute their jobs well must be replaced with new hires who will need time to adjust to their new roles.

### **Employee Turnover**

Employee/labor turnover is the frequency of employees that leave a company or their jobs during a given time period which is usually measured annually. It is a movement of employees out of an organization. This is considered natural and normal to expect employees to leave after working for a period of time in any organization or institution. While most organizations aim for the least staff turnover, it is never zero. The difference between low and high turnover is determined by how actual turnover compares to a usual or expected rate, which may include a variety of external environmental factors, such as the economy, which has an impact on business and, in turn, determines employment levels. (Mobley, 1982; Pettman, 1975; Schervish, 1983; Terborg & Lee, 1984) to organizational factors including types of profession, types of industry, size of the company, salary, management levels, geographical locations, environment, work assignments, benefits, and promotions (Arthur & Rousseau, 2001; Mobley, 1982), and different other factors. According to Roesman (2017), a company's turnover rate is considered high if it exceeds 10% annually.

Some researchers define employee turnover as the act of “employees leaving the organization for whatever reason(s)” (Phillips & Connell, 2003). It's nothing new for establishments. Organisations in the public sector, nonprofit sector, and government sector have all experienced staff turnover.

According to a study by Right Management, only 61% of recent college graduates intended to work at their first employment for a period of fewer than three years (Ruiz, 2007). Put differently, only 39 percent of new college graduates intended to work for their first employment for longer than three years.

Employees leave a department or an organization for a variety of reasons, some of which are bad but others of them are expected and entirely acceptable. What is unacceptable is when turnover occurs for negative reasons and/or occurs at an unanticipated rate. Feeling overburdened or worn out, negative emotions toward one's supervisor or management, a toxic workplace, lack of possibilities for growth or career development, natural career progression, internal promotions or transfers, a family or life situation, a competitive offer, a lack of work-life balance and involuntary leaving are some main examples of factors of turnover.

Businesses can make the necessary adjustments to keep their workforce at their ideal level by understanding the reasons why employees leave. Standards for acceptable or optimum turnover differ due to many different factors that affect it. When determining their target turnover rate, researching the causes of their voluntary and involuntary turnover, and making changes to affect the employee turnover rate for their own workforce, companies must take individual and sector-related aspects into consideration. Businesses may promote growth and boost employee engagement by having a better awareness of turnover rates in comparison to industry norms and international benchmarks for staff retention.

Turnover is viewed as a two-dimensional notion, differentiating between an individual becoming part of an organization and leaving the organization and between an act of leaving that is intentional or unintentional. When employees experience discontent, the next withdrawal behavior is defined as **turnover intention**. According to Mobley et al., turnover intention, which is categorized as voluntary turnover, refers to a worker's purposeful decision to quit a certain organization after a period of time working there. Instead of actual turnover, it is thought to be a result of affective factors (exhaustion and job satisfaction are examples). In other words, turnover intention can forecast turnover behavior. Turnover intention is defined as the thought or desire of employees to move jobs.

Employee turnover occurs when workers quit their jobs to take on new responsibilities or work for different organizations; as a result, a vacancy needs to be filled (Mathis and Jackson 2011). Employee turnover intention, on the other hand, refers to an employee's propensity or desire to quit their position or employer. Mobley's Turnover Process Model may be distilled into three main steps. When an employee decides to quit, they will first consider leaving the firm (thinking of quitting); next, they will intend to hunt for another job (intention to search for alternatives); and finally, they will make the decision to leave the company (intention to quit).

Turnover intention reflects the employees' feelings towards the organization, or, their conscious intention to leave the organization. It is an immediate precursor to actually leaving. An individual's intention is identified as the most important cognitive antecedent of behavior. According to researchers, the turnover intention is an attitudinal (considering resigning), decisional (intention to leave), and behavioral (looking for new employment) process. Turnover intention measures whether employees of a company or organization intend to quit their jobs or whether the firm intends to fire personnel. Like turnover itself, the turnover intention might be intentional or involuntary. There are two types of turnover intentions: voluntary and involuntary. According to Shaw, Delery, Jenkins, and Gupta (1998), voluntary turnover "reflects an employee's decision to leave an organization" and can be compared to resigning from a position or deciding to leave the military.

Voluntary turnover happens when employees are thinking of deciding to leave the organization of their own will. This usually happens when employees perceived another job opportunity that is more convenient than the current one in terms of salary, location, and recognition. This can also happen when employees have to leave their job because of personal reasons like health or family issues or even wants to retire. On the other hand, involuntary turnover intention measures an organization's plans to remove an employee from his post. According to Holtom, Mitchell, Lee, and Eberly (2008), involuntary turnover is "presumed to be within the control of the organizational leaders" and is linked to terminating employment, laying off employees, or, in the case of the military, releasing an airman. This usually happens when the organization is not happy with an employee's performance or due to economic pressures or downturns in business. This study concentrated on voluntary turnover, the second definition.

The primary issue facing today's commercial organizations is the departure of key personnel from those businesses. Organizations have always been concerned about employee turnover. There are severe problems, particularly in the human resource department. The weakening of internal human resource strength comes from the number of employees' positive intention to leave organizations. (Ghayyur & Jamal, 2012). The organization and the person's career may both suffer from high staff turnover (Saeed et al., 2014).

### **Problems of Turnover Intention**

Since high turnover intentions can severely harm workplace morale and prevent workers from developing any sense of commitment or affiliation with their employer, turnover intention has been a significant concern for businesses around the world. (Belete, 2018; Stamolampros et al., 2019). It is been argued that employee turnover intention which eventually moves to the actual turnover has a negative impact in an organization. It disrupts the organization's routines, generates recruitment and training costs, and creates operational disruption after losing key employees, causes demoralization of the remaining employees due to increased workload and losing workmates.

The research of Ahlrichs (2000) highlighted the most underestimated costs of turnover of key employees for employers. There are two kinds of costs for turnover, which are visible and invisible costs. Visible turnover costs include leave capitalization, recruitment costs, reference checks, security clearance, temporary worker costs, relocation costs, formal training costs and induction expenses. Invisible costs involve enlarged Human Resource and payroll administration, loss of productivity, and informal training. Other hidden costs comprise missed deadlines, loss of organizational knowledge, low motivation as a result of overwork, loss of clients and chain reaction turnover.

Employee turnover has both direct and indirect expenses. In the business sector, the cost of replacing an hourly worker costs approximately .5 times their annual income plus benefits, a salaried employee costs 1.5 times their annual salary plus benefits, and an executive costs up to 5 times their annual salary plus benefits. (Colquitt, Lepine, & Wesson, 2011). "Administrative costs involved in the separation, recruitment expenses, screening costs, and training and orientation expenses for the new hire" are examples of direct costs. (Colquitt, Lepine, & Wesson, 2011).

Reduced organizational performance and productivity, together with a dip in employee morale, can all be considered indirect costs.

Businesses have to pay for the expenses of hiring, training, and scheduling candidates for interviews in order to fill positions. In addition, because they train new hires, competent professionals seldom have the time to participate in income-generating activities; it is an expensive procedure. Put another way, experienced staff are expected to train new hires, which makes it harder for them to focus on their regular tasks. In a small business, it may be necessary for the owner to train new hires. Furthermore, a company may produce less profit as a result of the combined negative effects of excessive turnover. Anything that raises expenses or lowers income or productivity will typically result in lower profit. The Harvard Business School offers evidence for this, showing that companies with more turnover will have smaller profit margins. (Zeynep and Robert, 2008).

Another turnover consequence for the organization is its impact on employee-customer relationships. Normally, long-tenured employees develop personal relationships with customers. These relationships are the basis for a re-enforcing cycle of beneficial interactions between employees and customers. Staff retention thus has a positive effect on good customer relationship and ultimately profitability (Rust, Stewart, Miller, & Pielack, 1996).

The problem for turnover intention is considered when it is high. But there is contradictory point to this as when the rate of turnover intention is low it shows that employees stay longer within the organization, employees getting more experience and knowledge. Therefore, losing these experienced employees is losing portion of the organization's experience. However, high turnover rate means that employees are replaced regularly, employees that do not possess much experience and thus are easily replaceable with a similar level of experience.

### **Factors of Turnover Intention**

In the modern workplace, employee turnover has grown to be a significant managerial problem (Pfeffer and Sutton 2006)[1]. It is a gauge of how long workers remain with the organization. An employee is referred to as a turnover or separation whenever they leave the organization, regardless of the reason. Carmeli and Weisberg (2006)[2] define turnover intentions as three specific components of the withdrawal cognition process: considering leaving the work, intending to look for another job, and finally intending to leave. As a result, the terms "intention to leave" and "actual

turnover" are identical. A multitude of factors influences an employee's intention to resign. Based on the literature reviews there are different factors for turnover intention depending on the type of industry, level of employment and location of the business. This section tries to mention some of factors

The process through which workers depart from an organization and must be replaced is known as turnover. Job satisfaction and organizational commitment are related to turnover. (Mathis & Jackson 2006). The research on turnover intention indicates that circumstances of employment (such as pay and career possibilities) and other work-related factors are significant contributors to turnover intention. (Houkes, Janssen, Jonge, & Bakker, 2003). Unmet career expectations, such as those for a greater pay and more responsibility, were a clear and major factor in determining turnover intentions; job content quality had a smaller role. (Houkes, Janssen, Jonge, & Bakker, 2003). Thus, nearly all of the factors that influence employee stress are intimately linked to the intention to resign, according to several researchers. (Mark, & Sockel, 2001).

Authors have taken into account commonly utilized elements to examine the topic of employee turnover based on their expertise and the body of existing literature. Thus, based on the results of earlier research reviews, the following factors were chosen: manager support, creative work behavior, leader member interchange, job satisfaction, happiness, work-life balance, and career management. The factors that have the biggest impact on the turnover rate are pay and the workplace environment, which includes things like coworker relationships and the amenities offered by the organization. Turnover intention is the most common effect of stress, and research has shown that organizational professional dedication moderates the association between stress and absenteeism, tardiness, and anticipated turnover. (Sullivan, & Bhagat, 1992).

The reasons for individual turnover intention are age, gender, marriage, education levels and years of working in the organization (Liu and Wang, 2006). Prior research has indicated that the turnover rate for female employees is higher than that of male employees. The idea that women have a duty to care for their families and give birth can be connected to this. Despite spending a lot of time in their units or positions, employees eventually become weary and quit. Ma et al. (2003) state that employees who are young, inexperienced, and well educated typically have lower job satisfaction and organization commitment. These unfavorable attitudes are linked to the intention to leave the

company. Individual aptitude is one of the main determinants of turnover intention. People are more likely to intend to leave an organization when they possess great abilities or when they are not fundamentally competent at their work and cannot advance them all the way through the organization. (Chen and Li, 1998). When considering an employee's departure from the company, individuals over 30 may also take individual responsibility into account. We may examine this in situations when people have greater responsibilities within the family (e.g., they are the sole provider of money, are single fathers or mothers, etc.) and lower turnover rates. (Zhang and Zhang, 2003).

In summary, each of these independent variables either directly affects turnover intention or indirectly does so through the influence of other variables.

### **Working Environment**

According to Sedarmayanti (2001), the term "work environment" refers to everything that is associated with an employee's workspace, such as the equipment and supplies utilized, the techniques utilized, and the arrangements for both solo and group work. The physical work environment and the non-physical work environment are the two broad categories of the work environment. Everything surrounding the workplace that is tangible and has the potential to have an impact on employees, either directly or indirectly, is referred to as the physical work environment. (Sedarmayanti 2001). Four dimensions are said to make up the physical work environment: First, the facilities that staff members require in order to support their task. The amenities include prayer rooms, a relaxing bathroom for staff members, and other facilities that are required on a regular basis. Second, the office block ought to provide a secure environment for workers to carry out their duties. Employees feel more secure working in a solid and secure building. Thirdly, having the right tools for the job makes it simpler for workers to finish their tasks. The last factor is the accessibility of transport options for workers to go to and from work. Transportation services could also be offered, such free employee shuttle delivery and pickup or free use of public transportation. Siagian (2014)

According to Sedarmayanti (2009), the non-physical work environment encompasses all the circumstances surrounding an employee's place of employment, particularly with regard to

working relationships. Siagian (2014), however, divides non-physical work environments into three groups, which are as follows: ties between employees at the peer level. A pleasant and family-friendly work environment can be created by having good interactions between coworkers; supervisor-employee relationships must also be taken into account. Respect is required even though they hold various positions in order to create a pleasant work environment. Collaboration among employees is essential for the workplace because success depends on it. Work that is done well and efficiently will come from good cooperation.

Negrin and Tzafir (2004) claimed that the work environment primarily caused a company's high intention of turnover. One of the main factors influencing the intention of employee turnover is the work environment. Conversely, the most significant work environment variables associated with employee turnover were subpar working relationships among staff members and inadequate communication with supervisors. For them to perform their jobs well each day, employees need a welcoming and comfortable work atmosphere. It has been demonstrated that fostering a positive, cozy, and productive work atmosphere lowers the likelihood of employee turnover. The unfortunate reality is that many businesses overlook the amenities and work environment that their employees receive, which leads to a high employee turnover rate.

The present study investigates the correlation between work environment, employee motivation, and turnover intention, given the comparatively high employee turnover rate in the garment industry and the prior research's findings that the work environment is a major determinant of turnover intention.

## **Employee Burnout**

Many scholars in the domains of psychology and human resource management became interested in the topic of burnout beginning in the 1980s. Due to the high levels of human connection in helping professions like caregiving and medicine, the idea of burnout was initially primarily used within research on these subjects. Since the idea of burnout has been used over time in a wide range of professional domains, some scholars contend that "burnout can occur in all occupations, for anyone at any level." (Maslach, 1982). Burnout is "a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who work with people in some capacity," according to Christina Maslach, one of the pioneering

researchers on the subject of job burnout. (Maslach & Jackson, 1984). "Wearing out, loss of energy, depletion, debilitation, and fatigue" is how she characterises the first component, emotional exhaustion, which she claims is "central to burnout." (Maslach, 1982). A "negative shift in responses to others" characterizes the second dimension, depersonalization, and a "negative response towards oneself and one's personal accomplishments" characterizes the third dimension of lower personal accomplishment. (Maslach, 1982).

Fatigue and disinterest in one's job are two characteristics of burnout. "Over time, fatigue is characterized as a result of prolonged exposure to specific job demands, resulting in extreme physical, emotional, and cognitive strain." (Demerouti & Bakker, 2008). Distancing oneself from one's work in general, work object, and work content (e.g., dull, no longer demanding, but also "disgusting") is the second dimension, or disengagement. In addition, the disengagement items address how workers relate to their occupations, specifically in terms of identification with their work and desire to stay in the same field. Disengaged workers in general support negative attitudes towards their work products, job content, or work. (Demerouti & Bakker, 2008)

### **Organizational Commitment**

"The relative strength of an individual's identification with and involvement in a particular organization" is the definition of organizational commitment. (Mowday, Porter, & Steers, 1982, p. 27). Three characteristics are typically associated with it: (1) identification with an organization and its objectives and core principles; (2) a strong desire to stay invested in the organization (loyalty); and (3) a willingness to put in extra effort on behalf of the organization (involvement).

The way people express their ideas, thoughts, and behaviors can be used to determine an organization's level of commitment. Extending this concept, dedication to an organization can also be understood as internalizing its values or recognizing its culture, which consists of its values, customs, and beliefs. (O'Reilly & Chatman, 1986). Oliver (1990) points out that a person's attitudes and beliefs may influence their behavior as well as its outcomes. The implications of organizational commitment are significant for both the person and the organization in its entirety.

A much-needed common baseline for comparing the various commitment focuses was urged by Roodt (2004a). As a result, a motivating strategy was used, which took into account the possibility of achieving salient objectives, realizing prominent values, and satisfying salient wants.

Since the mid-1960s, organizational commitment has been the subject of much research; as a result, numerous definitions of the term have been put forth. Still, there are certain commonalities among the different interpretations. For instance, they frequently concentrate on the person's attitude commitment and behaviors connected to commitment. "Attitude commitment represents a state in which an individual identifies with a particular organization and its goals and wishes to maintain membership in order to facilitate those goals," according to Mowday, Steers, and Porter (1978). Organizational commitment was defined as "the relative strength of an individual's identification with and involvement in a particular organization" for the purposes of this study. (Mowday, Steers, & Porter, 1978). The following three elements define this definition: 1) A firm commitment to and acceptance of the organization's objectives 2) A readiness to put in a great deal of work for the organization 3) A fervent desire to stay a member of the group. (Mowday, Steers & Porter, 1978).

Researchers discover that organizational commitment is more stable than job happiness. An employee's degree of job satisfaction, for instance, may be impacted by daily occurrences at work, but these fleeting incidents should not make them substantially reassess their commitment to the company as a whole. (Mowday, Steers, & Porter, 1978). Porter examined the concepts of organizational commitment and job satisfaction in relation to turnover in a 1974 long-term study of mental technologists. Porter came to the following conclusion after a ten and a half-month study period: "Over time, organizational commitment measures proved to be a better predictor of turnover, while job satisfaction failed to predict turnover in these later time periods." (Porter, 1974).

### **Employee Salary and Employee Turnover Intention**

Regarding to the material and financial needs of the people who work for the organizations, employee salaries are of a clear and significant importance. (Hassan, 2014). In order to hire and engage qualified people and motivate them to put in long hours in order to achieve the organization's goals and objectives, it is therefore critical to meet the financial needs of the

workforce. It is essential for organizations to pay employees appropriately and to attain employee satisfaction with their compensation. Additionally, it is highly likely that job embeddedness will significantly moderate the degree to which employee income and employee turnover intention are related when assessing an organization's human resource practices. As a result, it makes perfect sense and is evident that an employee constantly considers the material and physical benefits that they will be giving up, such their pay, when considering quitting their work. Finally yet importantly, it is abundantly clear from the earlier conducted studies that increased compensation opportunities have a detrimental effect on employees' intentions to leave the companies. (Armstrong & Murlis, 2007). As such, those who are likely to experience higher levels of salary satisfaction—that is, to be fairly compensated for the work they accomplish—will unavoidably have lower intentions of leaving their jobs.

### **Employee Salary and Job Satisfaction**

Spector (1997) defined work satisfaction as the feelings and opinions that employees have about their jobs and the different aspects of their jobs. Furthermore, Ellickson & Logsdon (2002) have supported the earlier perspective that suggests job satisfaction as the degree to which people value their jobs. Furthermore, the phenomenon of job satisfaction is also associated with an individual's emotive and non-cognitive attitude towards the many aspects of their profession. (Schermerhorn, 1993). Reilly (1991) asserts that an employee's sense of and anxiety about his work, as well as his general perceptions about it, are all influenced by his job-related contentment, which in turn affects how he approaches it. Consequently, the happiness and satisfaction derived from all elements and components of the job can be summarized as work satisfaction. (Wanous & Lawler, 1972).

Sani and Maharani (2013) suggest that a person's level of job satisfaction is impacted by a variety of factors, one of which is their employee salary, which is a measure of the compensation received in relation to the work they perform for the company. Furthermore, the extent to which the staff members view job responsibilities and tasks favorably significantly influences job satisfaction, as do the likelihoods of developing the necessary skills to handle the obligation. Peer relationships, career progression opportunities, and management's capacity to show concern and attention to employees are all important factors in determining how satisfied a person is with their

employment. Therefore, it is proposed that an employee's expectations from his job also influence his job satisfaction, rather than only the nature of his employment being the primary factor influencing his job pleasure or unhappiness. (Hussami, 2008). Increased pay and better incentives are expected to have a significant impact on work satisfaction. (Mulinge & Mullier, 1998; Willem et al., 2007). As a result, it can be explained that job-driven pleasure is a complex phenomenon with a wide range of features, such as employee pay, working conditions, authority, and self-government, as well as the purpose of employees to leave the company and the communication inside the organization. (Fisher & Locke, 1992).

### **Perceived Availability of Job Alternatives**

The significance of perceived [job] alternatives in influencing turnover decisions is well acknowledged by turnover theorists. In other words, workers seldom leave their employment without thinking about taking on new positions. (Griffeth, Steel, Allen, & Bryan, 2005). Several investigations have been carried out to ascertain the influence of substitute employment opportunities on decisions regarding employee turnover. "Performed a meta-analysis of the empirical literature linking measures of perceived alternatives with turnover criteria" was what Steel and Griffeth did in 1989. (Griffeth, Steel, Allen, & Bryan, 2005). To more accurately forecast employee turnover, researchers developed a multi-dimensional measure known as the Employment Opportunity Index (EOI) based on the meta-analysis.

According to Griffeth, Steel, Allen, and Bryan (2005), "jobs should appear more accessible to individuals when there is market demand for their unique skill-mix and their particular skill level is high." According to Griffeth, Steel, Allen, and Bryan (2005), "the expectation that a job change would be for the purpose of obtaining a better job" is what is meant by desirability of migration.

The term "mobility" describes the potential financial, emotional, or social effects of shifting careers. This dimension also takes into account the potential effects on the worker's family, such as relocations that can have an impact on the spouse's job or the worker's kids. "The field of possible alternatives shrinks accordingly when physical (e.g., geographic distances) and psychological (e.g., loss of perks, dual careers) barriers impede movement." (Griffeth, Steel, Allen, & Bryan, 2005).

The component known as "crystallization of job alternatives" assesses the degree to which a responder perceives potential job alternatives vs having a firm job offer on the table. According to Griffeth, Steel, Allen, and Bryan (2005), "it makes sense to argue that less well-crystallized alternatives, like hazy ideas of a favorable job market, are less likely to trigger action than well-crystallized alternatives, like a firm job offer from another employer." This dimension analyses whether or not the respondent has a formal job offer using just two items.

The respondent's information access and capacity to use contacts to land a new job are measured by the last dimension, networking. Rather than quantifying an individual's awareness or exposure to traditional job advertisements, Griffeth et al. (2005) contend that a person's professional and social networks might function as sources of hiring opportunities. As an example, "People who have more access to job leads are likely to know more about their employment prospects." (Griffeth, Steel, Allen, & Bryan, 2005).

### **Work-life balance**

A harmonious coexistence of an employee's personal and professional lives is known as work-life balance. On the one hand, this had a favorable effect on the workers and the company. Conversely, employees that experience a poor work-life balance suffer consequences. Because of this problem in the hospitality sector, the majority of employees abuse alcohol, which has an indirect impact on the productivity of the company. In addition, the majority of women in the hotel business have experienced depression as a result of a poor work-life balance. Furthermore, workers with poor work-life balance frequently experience stress, burnout, and tiredness. Thus, work-life balance—a crucial prerequisite for employee retention—has a significant impact on an employee's dedication. (Deery M, Jago L. 2015). According to this study, it can be improved by include more independent factors like dedication and work satisfaction.

Employees' intentions to leave have increased due to the extremely detrimental interference with work-life balance. Additionally, they discovered that among other organizations, the one that made significant investments in establishing a healthy work-life balance had the lowest turnover. Oosthuizen and Coetzee (2016) found no discernible relationship between an employee's overall

work-life balance and how satisfied they were with their current position. One of the main factors separating employees' work-life balance variations was their gender. Compared to male employees, female employees appeared to be happier with their work-life balance. (Oosthuizen, Coetzee, 2016). In this context, in addition to professional prospects and job qualities, work-life balance is one aspect of a quality work life. Work-life balance and organizational embeddedness are positively and significantly correlated. The intention to leave has a negative correlation with a positive work-life balance. (Dechawatanapaisal D, 2017). Nonetheless, this study's sample consisted of two healthcare organizations. Given the global nature of technology, it is sense to concentrate on the IT sector in order to ensure the generalizability of research findings.

This study indicates that work-life balance and job satisfaction are significantly impacted by superiors' influence. A supervisor's ability to be accommodating and supportive of their subordinates goes a long way towards helping them attain the ideal work-life balance. As previously said, work-life balance has a significant impact on the intention of employee turnover. Therefore, compared to other criteria, a work-life balance research can reliably predict an employee's decision to leave. There are three ways to quantify and classify work-life balance. The researcher proposed three categories: work and family conflict, work and personal life interference, and work and family facilitation. Private school instructors served as the study's sample in Kaur and Randhawa's in India (2010) investigation. The researcher hypothesized that reducing teachers' intents to leave will occur from creating policies that are teacher-friendly and improve work-life balance. Additionally, the researcher proposed that rising employee turnover intentions are supported by employees' uneven workloads. Nonetheless, women made up the majority of the study's workforce.

Businesses that prioritized the healthy work-life balance of their staff saw improvements in productivity, creativity, and talent retention. (Limited EP, 2021). According to Cain, Busser, and Kang (2018), work-life balance among restaurant workers in Nevada, USA, has a major mediating effect on life satisfaction and employee engagement. There are not enough current studies on work-life balance and employee retention in Sri Lanka, though. Thus, it is crucial to use this study as a research opportunity. The literature mentioned above has led to the formulation of hypothesis number two, which holds that employee turnover is negatively impacted by work-life balance.

## **Management support**

Getting management support is essential for transforming a good firm into a great one. The management provides emotional and physical assistance to its employees. Van den Heuvel and Freese (2017) using data from 699 employees conducted research across three divisions inside the Dutch unit of a global corporation. Employee autonomy was enhanced by management's support for their ability to work from any location at any time. This had a negative correlation with staff retention and a good impact on employee engagement. An important contributing element to employee turnover is managerial trust.

Li, Mohamed (2022) performed a cross-sectional survey among front-line healthcare workers in China to assess the influence of organizational support on the intention of employee turnover. The findings of this study may confirm that employee turnover intention was negatively impacted by organizational support. After doing research in this field, Saoula and Johari (2016) found a negative correlation between employee turnover intention and organizational support. The results of the two studies mentioned above, which were carried out in non-Western nations, contribute to the completion of the theoretical foundation for the current investigation in the Sri Lankan setting.

Wong and Wong (2017) conducted research in China, the country with the largest population in the world, to determine the correlation between employee turnover and perceived organizational support. The results indicated that distributive justice, trust, and job security have a negative relationship with employee turnover. China is an Asian nation, though, thus these parallels might hold true for certain study findings in the context of Sri Lanka.

Employee retention is influenced by how employees view management's commitment to their health. Xiu and Dauner (2019) conducted the first empirical investigation of organizational support for employee health and retention using employee data from a public institution. Establishing trust with employees is the result of this kind of approach. Furthermore, human resource managers who wish to encourage employee well-being at work must take note of these findings. The fourth hypothesis was created using the literature that was previously mentioned.

## **Career management**

Initiatives need to implement distinct methods for younger and older employees due to the differences in their goals. Young workers are impressed by inclusive management styles, professional growth prospects, flexible work schedules, and excellent working relationships, according to Digest (Digest, 2017). Young workers have a higher chance of being talented, which contributes to the success of an organization. They may also develop into important members of the staff.

Saoula and Johari studied the impact of the big five personality qualities on the intention of employee turnover. According to the study, early employee turnover intention prediction will be supported by the correlation between the big five personality traits and turnover intention. Although it will take time, figuring out an employee's personality and assisting them in finding the ideal job role will pay off greatly for the company and its workforce. (Johani and Saoula 2016)

Rawashdeh and Tamimi concentrated on the most recent advancements in management found in the world's top organizations. They claim that supervisor support for training and organizational commitment are strongly correlated with the availability of training. They also demonstrated a strong inverse relationship between staff retention and organizational commitment. (Rawashdeh and Tamimi, 2019) These research findings verify the social exchange theory. (BIAU PM, 1964) Research, however, indicated that the previously mentioned research may be strengthened by include fresh elements such coworker support for training and motivation. The fifth hypothesis was created by summarizing the literature that was previously discussed.

## **Co-worker support**

Coworker help will come in two flavors: instrumental support and emotional support, and it will come in both formal and informal settings. An employee's confidence is increased when they have the support of their colleagues. Accepting challenges in the workplace is also beneficial. Kmiecik has conducted studies to determine how employee retention in the IT sector is impacted by peer

support. (Kmieciak R, 2021) On the other hand, no discernible detrimental effect on coworker support was seen. The results are more significant to the ongoing research because this is a freshly released research paper. Further study has been done on the influence of assistance from subordinates. In this case, a Polish software company's 118 employees were used for the analysis. Taking into account the aforementioned constraints allows researchers to investigate this subject further using a bigger sample size to ensure the generalizability of findings.

In order to determine the connection between coworker connections and job retention, Abugre and Acquaaah conducted research in Ghana. (Abugre and Acquaaah, 2022) The results of this study suggest that there is a negative correlation between employee turnover and peer support. It went on to say that employee cynicism has a favorable correlation with employee turnover. This study's focus is on demonstrating the value of fostering peer support instead of employee cynicism. All other factors that influence employee turnover can be used in conjunction with the results of this recently published study. In light of the literature mentioned above, hypothesis eight has been developed.

A prevalent restriction across all studies is the collection of additional independent variables and effect analysis. Consequently, it is necessary to assess the combined impact of employee turnover on job satisfaction, work-life balance, happiness, management support, career management, creative work behavior, leader member exchange, and coworker support.

## **Job Satisfaction**

Considering the abundance of research and definitions surrounding it, job satisfaction is a highly sought-after work construct. Everyone agrees that job satisfaction is a generalized affective work orientation towards one's current job and company that results from cognitive processes. (Lincoln & Kalleberg, 1990).

According to Schneider and Snyder (1975), work satisfaction is a person's subjective assessment of the circumstances of their employment or the results that follow from having a job. This is supported by other researches insofar as job satisfaction is related to an individual's assessment of and perception of their employment; however, it is also stated that this assessment is impacted by

the individual's particular circumstances, including values, needs, and expectations. (Sempane, Rieger, & Roodt, 2002). As a result, people will assess their work according to criteria that they believe are important to them.

According to Lincoln and Kalleberg (1990), job satisfaction is a generalized affective work orientation towards one's current job and employer that results from cognitive processes. Job satisfaction is defined as "persistent feelings towards discriminable aspects of the job situation" by Smith, Kendall, and Hulin (1969, p. 37). These feelings are believed to be connected to perceived discrepancies between what is expected and what is experienced in relation to the options available in a given situation.

The intrinsic extrinsic distinction is a well-known and widely accepted notion that is employed in this study to investigate probable sources of satisfaction or discontent (Weiss, Dawis, England, & Lofquist, 1967). Having completed the labor and subsequently having a sense of self-actualization, accomplishment, and identity with the endeavor is what leads to intrinsic satisfaction. The benefits that colleagues, managers, or the company bestow onto a person—such as recognition, pay, or career advancement—are the sources of extrinsic satisfaction. Furthermore, Weiss et al. (1967) distinguished between a number of intrinsic (such as activity, variety, and responsibility) and extrinsic (such as supervision, compensation, and business policies and procedures) aspects. Extrinsic variables are factors that are related to outside of the workplace, whilst intrinsic factors are assumed to measure satisfaction with intrinsic reinforcement factors.

The previously mentioned concept is predicated on the idea that every individual aspires to establish and preserve a correspondence with his or her surroundings. Association with the work environment can be defined as the work environment satisfying the needs of the individual (satisfaction) and the individual satisfying the needs of this environment (satisfactoriness) (Cook, Hepworth, Wall & Warr, 1981)

Accordingly, "A pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976, p. 1300) is the definition of job satisfaction for the purposes of this study.

## **Garment Companies in Industrial Parks**

There are advantages and disadvantages of being located in industrial parks. The following are the advantages of being located in industrial parks in different aspects. From Job Opportunities aspects industrial parks create direct job opportunities within the park itself and indirectly through related services and businesses that support industrial activities. From the infrastructure, parks offer existing infrastructure (factories, utilities) that reduce setup costs for garment companies. Regarding the logistical Benefits, proximity to transportation hubs (rail, highways, airports) facilitates efficient shipping and distribution. Finally from the tax incentives aspect companies may benefit from tax breaks and grants within industrial parks. (Paul, 2023)

The disadvantages of being in industrial parks from work-culture transition aspect, workers not accustomed to industrial work culture face challenges in garment sectors within parks. From the skilled labor shortage, finding skilled workers remains difficult, impacting productivity. Regarding the low wages and livelihood sustainability, low pay and lack of respect for workers' rights affect workforce retention. As per the environmental impact, industrial activities can disrupt nearby communities. To thrive, the industry must address these challenges collaboratively, involving stakeholders like the government and employers. (Paul, 2023)

## **Challenges of Garment Industries in Industrial Parks**

In the garment industry, companies operating within industrial parks face several unique challenges related to high turnover intention. The following are some of these factors:

**Work Culture Transition:** Employees in industrial parks may come from backgrounds where the work culture differs significantly from the demands of industrial manufacturing. Adjusting to the pace, discipline, and expectations of the garment industry can be challenging for workers who are not accustomed to such environments. (Mitta, G.M. 2023)

**Skilled Labor Shortage:** Finding skilled workers with the necessary expertise in garment production can be difficult. The industry requires specialized skills, including sewing, quality control, and machine operation. The scarcity of skilled labor contributes to high turnover rates as companies struggle to retain experienced employees. (Mitta, G.M. 2023)

**Low Wages and Livelihood Sustainability:** Many workers in the textile and apparel sector receive low wages. This financial strain affects their ability to sustain their livelihoods, leading to dissatisfaction and a higher likelihood of seeking alternative employment opportunities. The combination of low pay and lack of respect for workers' rights exacerbates the problem of retaining the workforce. (Mitta, G.M. 2023)

**Working Conditions:** Poor working conditions, such as inadequate safety measures, uncomfortable environments, and long hours, contribute to employee dissatisfaction. When workers perceive their well-being as compromised, they are more likely to leave their jobs. (Mitta, G.M. 2023)

**External Factors:** Factors outside the workplace, such as family obligations, transportation challenges, and personal aspirations, can also influence turnover. Industrial parks may be located far from residential areas, making commuting difficult for employees. Additionally, external opportunities (e.g., better-paying jobs elsewhere) can pull workers away from their current positions. (Mitta, G.M. 2023)

**Employee Rights and Job Security:** Concerns about job security and employee rights play a significant role in turnover. When workers feel uncertain about their future or experience unfair treatment, they may seek alternative employment options. (Mitta, G.M. 2023)

To address these challenges, collaboration among stakeholders such as government bodies, employers, and industry associations is essential. By improving working conditions, investing in skill development, and ensuring fair compensation, companies can mitigate turnover and foster a more stable workforce. (Mitta, G.M. 2023)

### **Prevention of Turnover Intention**

Since turnover intention precedes the actual turnover, the correct prediction of intended turnover enables employers and policy makers alike to intervene and thus prevent actual turnover.

It is very important to minimize the turnover intention of skilled employees for a longer time period. According to past researchers, employees' turnover intention arises due to role conflict between dual careers. Therefore, the employee retention strategy through a balanced work and life approach is important for the organization (Ghayyur & Jamal, 2012).

## **Reducing It**

In general, turnover especially voluntary turnover puts structural and financial strain on the organization. In the event of an involuntary turnover, the organization can at least plan to minimize damages. Organizations might create strategic remuneration packages that emphasize tenure and performance, particularly in order to limit the aim of turnover. Employees feel valued and have a say in the firm, hence employee turnover is generally lower in employee-centric businesses.

## **Staff Retention**

The most straightforward approach to increase employee retention at your particular organization is to identify the primary causes of employee turnover. In order to accomplish this, you must first get employee input.

Turnover intention has been incorporated into most employee turnover models in the published literature (Medina, 2012). Turnover intention is an intention that an employee has, to leave the organization. In other words, the intention to leave a job is an immediate precursor to actually leaving. Therefore, retain of employees is an important part of building a sustainable competitive edge for any business (Pradana & Salehudin, 2013).

Retention and staff turnover are two important issues that affect organizations in several ways. In this context, it is important to cite Andrew Carnegie, the famous industrialist of the 19th century, who mentioned:

*“Take away my factories, my plants; take away my railroads, my ships, my transportation, take away my money; strip me of all of these but leave me my key employees, and in two or three years, I will have them all again”*

(Gupta & Srivastava, 2007).

## **Job embeddedness**

According to research, job embeddedness may tangentially lower organizational turnover costs and improve retention (Marasi et al., 2016). Nicholas et al. (2016) proposed fits, linkages, and sacrifice as three types of attachments or qualities that can persuade someone to stay in an organization or group in order to aid academics studying work embeddedness. A number of researchers in their studies (Chhabra, 2015; Schmitt et al., 2015; Word and Park, 2015) employed

these dimensions. Word and Park (2015) pointed out that a company's performance still depends on both organizational and individual job fit. According to Word and Park (2015), these academics defined person-job fit as when a person is qualified for a position based on their personal qualities and ideals. According to Chhabra (2015), a worker's socialization, job happiness, and dedication are all improved by personal job fit.

The researcher also pointed out that a person's personal job fit reduces dissatisfaction and the desire to quit an organization (Chhabra, 2015). Schmitt et al. (2015) found that workers who view their ability and abilities to be more in line with the demands of their profession, rather than having their talents mismatched, report feeling less worn out. A company's person-organization fit is still important. Word and Park (2015) as the alignment of an employee's values with the goals of the company they work for described person-organization fit. Anaza (2015) observed that there is a positive correlation between employee-customer identification and person-organization fit. This is because employees who identify with their firm feel proud of their work and are more committed to both the organization and their jobs. According to some academics, companies may use person-organization fit as a tool to help them achieve their goals. Employees who feel most at home in the workplace report higher job satisfaction and less intentions to leave than those who do not (Findik et al., 2013). Links and sacrifice are two other aspects of employment embeddedness that are crucial. According to Karatepe (2016), an employee's job embeddedness gets stronger as their ties to the company, their coworkers, and their job get stronger. This researcher also observed that increased support from family and coworkers while working reduces the likelihood of an employee abandoning meaningful relationships. (Karatepe, 2016).

Furthermore, according to Charlier et al. (2016), job embeddedness contributes to the understanding of why employees fit into their job, organization, and community as well as the kind of sacrifice-required breaking the fit link and taking a job offer that may be in a different city or organization. According to Nicholas et al. (2016), further academics have observed that a good organizational fit, which encompasses an individual's compatibility with certain job settings as well as the work culture and environment, contributes to the strengthening of an employee's links to a company. While researchers acknowledged that, depending on the situation, job

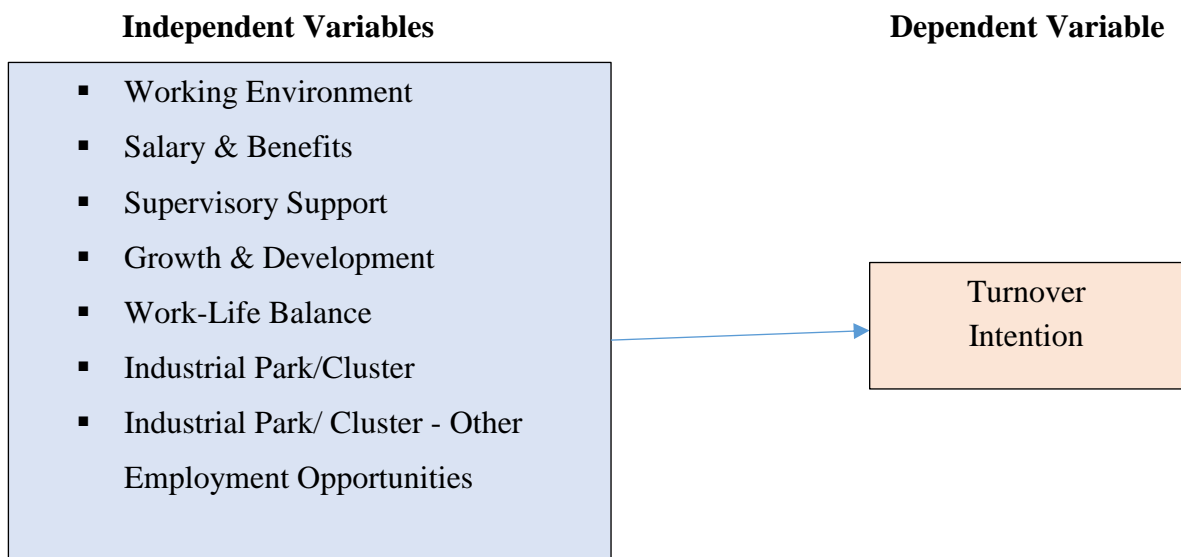
embeddedness may have some detrimental organizational effects, others showed it is still favorably related to staff retention (Charlier et al., 2016).

### Conceptual Framework (Model)

"A conceptual framework (model) indicates how the researcher views the concept involved in a study, especially the relationship among concepts," state Saunders et al. (2007). By giving an illustration of theoretical notions and relevant variables, it can direct research. The first step in creating a conceptual model is reading the text in its entirety. Investigated for this research were peer-reviewed journal articles, books/monographs, conference papers, theses/dissertations, and other pertinent references. In order to reduce employee turnover, academics have created a conceptual framework based on the elements that contribute to and influence employee turnover. They have also devised effective retention techniques.

The model below was developed using data from a study titled "Factors Affecting Employee Turnover and Sound Retention Strategies in Business Organization: A Conceptual View." Chowdhury Abdullah Al Mamun & Md. Nazmul Hasan's 2017 book, Problems and Perspectives in Management. This model was chosen among the other models that have been seen because it better enables this research to see many aspects influencing employees' intention to leave their jobs and to develop better strategies for workers retention in the garment industry. In addition to that this, the variables in this model are more related issues to the nature of garment industry located in Hawassa Industrial Park.

**Figure 1. Conceptual Framework**



Turnover intention, in essence, results from job dissatisfaction for individual employee in the work place. Therefore, the turnover intention is dependent variable. However, having the intention to leave the organization is not just motivated by job dissatisfaction. Employees with in-demand abilities are more likely to be attracted in by a high pay, better benefits, or greater opportunities for professional advancement. As a result, it can occasionally be important to distinguish between workers who depart due to dissatisfaction and those who do so for other reasons. The intention of employees to leave is influenced by a different of factors and causes. Therefore, while the different factors and causes of having job satisfaction or job dissatisfaction are the independent variable, job satisfaction is the mediating variable.

## **CHAPTER THREE**

### **3. RESEARCH DESIGN AND METHODOLOGY**

This chapter describes methods of the research methods that used for the study. This includes the study population, sampling strategies, sample size, data source, and methods and tools for collecting data.

#### **3.1 Research Design**

Making use of verifiable evidence collected using different methods; this study used empirical research to define the population, behavior, and observable fact being studied. Empirical research is based on verifiable evidence derived from observation and experimentation, aiming to understand how things work, a study whose conclusions are exclusively derived from concrete, verifiable evidence. The researcher uses this research method to address and answer the above-mentioned specific questions/ objectives.

#### **3.2. Research Method**

Research aims can be achieved through several research methodologies. The methods are used to accomplish the research objectives as effectively as possible. Adoption of research methodology is contingent upon the viability of the chosen methodologies. In this descriptive research, quantitative approach is used to analyze the data collected and determine the results.

Quantitative research involves collecting and analyzing non-numerical data to understand concepts, opinions, or experience. Since quantitative research is so grounded in statistics and numbers, it may successfully translate data into clearly quantifiable charts and graphs. It also gives exact, numerical data. Additionally, the outcomes of quantitative research are generally independent of the researcher and might be more objective and accurate. Overall, the researcher was able to use a number of procedures that produce data that can be projected to a broader population thanks to the quantitative method. (Creswell, 2009).

The overall design of the research done primarily by reviewing literature that is relevant to the study. Following a pilot study was made with 197 employees in different level to examine the

reasons for turnover intention. Questionnaires were sent to 223 employees of Nasa Garment, where 197 questionnaires were completed and returned. In addition to this, data of from human resource is collected to view the number of turnover Nasa Garment experienced throughout the years. The analysis of data and the computations were made by utilizing Statistical Package for Social Sciences software (SPSS 20). Findings of the study, that is, the factors or reasons for Nasa Garment employees have for turnover intention were summarized and presented in tables and texts.

### **3.3 Data and Source**

There are two sources of data, which are primary and secondary data, are used during the research study (Saunders, 2007). The researcher carried out the study at a local apparel company, Nasa Garment P.L.C., located at Hawassa Industrial Park. Quantitative data were collected from employees from questionnaires distributed. Both primary and secondary data taken from Nasa Garment P.L.C human resources, and employees of the factory.

#### **3.3.1 Primary Data**

Saunders (2007) defined primary data as the data the researcher obtains specifically to solve the problem at hand; this data is collected personally through fieldwork. Primary data is used in research that had been obtained using research instruments such as questionnaires, interviews, and observations. It is the original data used to solve the prevailing problem under study (Saunders, 2007). The researcher used primary data through self-administrated questionnaires as it was seen as relevant, free from bias, and reliable because it directly originated from the parties involved.

#### **3.3.2 Secondary Data**

According to Brink (2011), secondary data is the already available data that can be gathered from company annual reports, management accounts, newsletters, and audit reports. It serves as complementary data to primary sources. Secondary data is advantageous as it is already available; it is easy to obtain and less expensive than primary data (Brink, 2011). The researcher used secondary data by referring to the financial statements and budget variance analysis report.

### 3.4 Sample Design

#### 3.4.1 Geographical Description and Population

This study is done in a local company, Nasa Garment P.L.C located in Hawassa Industrial Park.

#### 3.4.2 Target Population and Sample Frame

The population of the research will be all employees of the Nasa Garment factory while the sample frame will be employees on the production floor or directly related to the output of the factory.

Sample Frame – Production Floor

No	Positions	No of employees	Description
1	Sewing machine operators	312	For 17 production lines different no per line
2	Helpers	57	For 17 production lines 3 per line
3	Ironer & Presser	47	For 17 production lines 3/2 per line
4	Quality Checker	34	For 17 production lines 1/ 2 per line
5	Line Supervisors	19	For 17 production lines 1 per line
6	Quality Supervisor	15	For 17 production lines 1 per line
7	Quality In Charge	4	For 17 production lines 1 per 5 lines
8	Line In Charge	4	For 17 production lines 1 per 5 lines
9	Industrial Engineer	1	For the production floor
10	Production Manager	1	For the production floor
11	Cutting Executive	1	For the production floor
12	Cutting Supervisor	1	For the production floor
13	Cutter	2	For the production floor
14	Fabric Spreader/Helper	4	For the production floor
15	Technician	1	For the production floor
16	Store Executive	1	For the production floor
18	Storekeepers	3	For the production floor
19	Quality Manager	1	For the production floor
20	Factory Manager	1	For the factory (directly related to the floor)
	<b>TOTAL</b>	<b>509</b>	

**Table 3.1- Production Floor Employees Table**  
Source (Own survey, 2024)

The sample will include machine operators, helpers, quality checkers and different-level supervisors in production floor. The grouping of employees on the production floor depends on the production floor layout prepared for the type of garment produced, which is very important part in effective production. However, any production floor layout will have employees working in groups called lines, each group containing employees at different level of positions working in number of production lines. Each production line produces fully completed garment and partially completed ready for the next production line until the garment is fully produced.

### 3.4.3 Method of Sampling (Sampling Technique)

The researcher used random sampling method to choose production lines to ensure an equitable representation of every population of the production floor to be included in the sample. The cutting department and factory management are also randomly chosen. As of January 2024, the organization's entire population is **509** people. The formula known as Slovin's (Serakan, 1992) was used to calculate the sample size. Applying 5% error margin,

Therefore, 
$$n = \frac{N}{1 + Ne^2} \quad n = 509 / (1 + 509 * (.05 * .05)) = 223$$

Where:

- N: is the population size i.e **502**
- n: is the sample size to be calculated
- E: is the margin of error i.e 5%

Applying 5% error margin, the sample size of employees/subordinates for the study are **223** members of the target population. Therefore, the study's sample size of **223** is fair enough to represent the target population of the study area.

Considering the above-mentioned points, the researcher used random sampling method by including employees from different positions.

Garment Type	Line No	Machine Operator	Helper	IRON	QA Checker	Line Supervisor	QA Supervisor	QA In charge	Line In charge	TOTAL
Garment Type A	1	14	3	3	1	1	1	1	1	25
<b>Garment Type A</b>	<b>2</b>	<b>17</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>1</b>				<b>26</b>
Garment Type A	3	21	3	3	2	1	1			31
<b>Garment Type A</b>	<b>4</b>	<b>14</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>			<b>24</b>
Garment Type A	5	19	3	3	1	1				27
<b>Garment Type B</b>	<b>6</b>	<b>16</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>27</b>
Garment Type B	7	20	3	3	2	1				29
<b>Garment Type B</b>	<b>8</b>	<b>22</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>			<b>32</b>
Garment Type B	9	20	3	3	2	1	1			30
Garment Type B	10	11	3	2	1	1				18
<b>Garment Type C</b>	<b>11</b>	<b>13</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>24</b>
Garment Type C	12	13	3	2	2	1	1			22
<b>Garment Type C</b>	<b>13</b>	<b>13</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>			<b>22</b>
Garment Type D	14	15	3	2	2	1	1			24
<b>Garment Type D</b>	<b>15</b>	<b>15</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>			<b>24</b>
Garment Type D	16	15	3	2	2	1	1			24
Garment Type E	17	18	3	2	2	1	1			27
Garment Type E	18	18	3	2	2	1	1	1	1	29
<b>Garment Type E</b>	<b>19</b>	<b>18</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>			<b>27</b>
<b>TOTAL</b>		<b>312</b>	<b>57</b>	<b>47</b>	<b>34</b>	<b>19</b>	<b>15</b>	<b>4</b>	<b>4</b>	<b>492</b>

**Table 3.2: Randomly selected sample table – production department**  
**Source (Own survey, 2024)**

The table above shows number of employees in the production flow per each line for different type of garments production. In shades are randomly selected lines for this research.

No	Position Name	Total	Sample
1	Industrial Engineer	1	1
2	Production Manager	1	1
3	Cutting Executive	1	1
4	Cutting Supervisor	1	1
5	Cutter	2	1
6	Fabric Spreader/Helper	4	2
7	Technician	1	1
8	Store Executive	1	1
9	Storekeepers	3	2
10	Quality Manager	1	1
11	Factory Manager	1	1
	<b>TOTAL</b>	<b>17</b>	<b>13</b>

**Table 3.3: Randomly selected sample table – cutting department and management team**  
**Source (Own survey, 2024)**

No	Description	Machine Operator	Helper	IRON	QA Checker	Line Supervisor	QA Supervisor	QA In charge	Line In charge	Cutting & Management	Total
1	No of Employees	312	57	47	34	19	15	4	4	17	509
2	Sample Quantity	128	24	20	15	8	7	4	4	13	223
3	% of Sample	41%	42%	43%	44%	42%	47%	100%	100%	76%	

**Table 3.4 : Number of samples and percentage**  
**Source (Own survey, 2024)**

### 3.5 Data Validity, Reliability, and Instruments

In the quantitative research, reliability and validity of the instrument are very important for decreasing errors that might arise from measurement problems in the research study. The reliability indicates how free it is from random errors. This research is reliable in that the researcher contacted and communicated respondents on how to fill the questionnaire and allowed them to call the researcher for any difficulty by giving contacts of the researcher. The researcher conducted pilot test to make the questionnaire more accurate and to get feedback before distributing it to all respondents.

#### 3.5.1 Validity

According to Le Comple and Goetz (1982: 32), the reliability and accuracy of scientific findings are what constitute validity in research. A legitimate study must present the real world, and a legitimate tool or measure must capture the real world as intended. According to Brink (2011), a key component of research validity is the veracity and accuracy of scientific findings. A legitimate research project should present the real world, and a legitimate measurement tool should capture the intended data (Brink, 2011).

As criteria and content validity are not tested statistically in this study project, but may only be determined subjectively by the researcher (Wong and Aspinwall, 2005), the following activities were performed to ensure the validity:

In order to ensure the validity of the results, the following procedures were followed:

- Data was gathered from reliable sources;
- Survey questions were developed based on prior empirical reviews and literature reviews;

- Survey questions were reviewed for accuracy by colleagues in order to uncover any potential flaws in the research instruments.

Moreover, in order to obtain valid results, the questionnaires were translated to Amharic version.

### **3.5.2 Reliability**

Reliability is concerned with the consistency, stability and repeatability of the informant's accounts as well as the investigators' ability to collect and record information accurately (Sellitz et al 1976:182).

The researcher arranged online google form to fill out the questionnaire for employees/ responders who has computer skills the rest of employees used hardcopy questionnaire with box to drop their answered questionnaires to keep the anonymity. In addition, research instruments ensured data reliability as structured interview questions were used to exhaust all areas of concern. Questions were designed to cover the aspects of the objectives of every objective.

Using Cronbach's Alpha, the questionnaire's reliability was evaluated. The results are 95% trustworthy, as demonstrated by the Cronbach's Alpha of 0.95. Conventionally, a trustworthy measurement tool is said to be acceptable if its alpha is 0.70 or above.

### **3.5.3 Research Development Instruments**

A research instrument is a device that facilitates the gathering, measurement, and analysis of data for your study. Research instruments, according to Wilkinson and Birmingham (2003), are tools used to collect data pertinent to a study topic. The researcher's choice of research instruments, such as questionnaires and interviews, has a big impact on the validity and applicability of the data to be generated. To gather primary data, the researcher employed questionnaires as study tools.

#### **3.5.3.1 Questionnaire**

A questionnaire collects data for a survey by asking questions, particularly ones that are directed at a statistically significant number of respondents (Wilkinson & Birmingham, 2003). Many

researchers prefer to use questionnaires because they can be an affordable and efficient means of gathering data in an organized and controllable manner.

A questionnaire is far more effective since it collects data for a far larger sample, requires less time, and is less expensive. The questionnaires will allow responders to take longer, which will reduce the possibility of errors. Additionally, because the study's goal is to gather personal thoughts from respondents on a sensitive topic, participants may feel more at comfortable responding questionnaires because they are not compelled to communicate with someone in order to provide information. As a result, it was determined that the questionnaire was the most effective tool for gathering data.

Respondents were handed questionnaires with closed-ended questions by the researcher.

### **3.5.3.2 Likert Scale**

Likert scale is applied as one of the most fundamental and frequently used psychometric tools in educational and social sciences research. The Likert scale is a psychometric response scale that is mostly used in questionnaires to gather respondents' preferences or degrees of agreement with a statement or collection of assertions, according to Joshi et al. (2015). Likert scales measure just one trait and are a non-comparative scaling technique. Using an ordinal scale, participants are asked to rate their degree of agreement with a specific statement (Joshi et al., 2015).

The Likert scale was employed by the researcher in the questionnaire preparation and structuring process to ensure that the collected data could be readily comprehended. To statistically analyze the results, the questionnaires were created using the Likert-scale method, which reflects respondents' level of agreement and disagreement. Responders questions were measured on a 5 point Likert scale coded with 1 being 'strongly disagree'; 2 'disagree'; 3 'Neutral'; 4 'agree' and 5 being 'strongly agree'.

## **3.6 Data Collection and Mode of Presentation**

### **3.6.1 Method of Data Collection**

Quantitative data collected using quantitative research through structured questionnaires with close-ended questions to employees and through observing records from the human resource database.

A Roodt-created questionnaire was used to evaluate the intents of turnover (2004b:1). Fourteen items make up the questionnaire, which measures responses on a seven-point intensity response scale anchored at extreme poles (for example, "never" at 1-low intensity and "always" at 7-high intensity). As an examples of items included in this questionnaire (Roodt, 2004b:1) were: "How often have you recently considered leaving your job?" and "How satisfying is your job in fulfilling your personal needs?"

The majority of measures in the literature only quantify turnover intentions on a small number of issues, which is why this questionnaire was created. Only one item has been utilised by several researchers (Guimaraes, 1997:46)

Questionnaires distributed to operators, their different level supervisors, and the management of the factory.

1. Likert-type close-ended questionnaires that is distributed to operators, different level supervisors and management position employees has three parts: Part I – collects personal data and Part II assesses their current level of satisfaction and job commitment and factors for employees to quit their job or look for another.
2. Data collected from the human resource department database or records to assess the trend of the turnover throughout the years of the company.

### **3.6.2 Mode of Presentation**

The researcher's first step toward the presentation of data was to group and classify responses from the questionnaires according to the research questions they were relating to. The researcher used visual aids like tables to exemplify the data collected. Visual aids made it easier for the researcher to scrutinize, analyze and interpret raw data that had been gathered.

### **3.7 Data Analysis**

The descriptive technique was the main data analysis tool, which was a questionnaire with interval scales based on a five-point rating system. Likert Scale

A measure of central tendency, or a tendency to lean towards the middle or center of the distribution, is the mean of a series of observations. How accurately the mean represents the data is measured by the standard deviation. The points are far from the mean when the standard deviation is high. If there is "zero" standard deviation, then every score is the same. A standard deviation of more than 0.7 in social science research indicates that respondents' perceptions of the variable's impact varied significantly from one another.

### **3.8 Ethical Considerations**

Informed consent, confidentiality, anonymity, and publishing access are among the ethical considerations that social science research must adhere to (Somekh and Lewin, 2011). Therefore, appropriate steps have been made to provide the utmost care with regard to the respect, dignity, and freedom of each participant in this study, in order to safeguard the respondents' privacy. The study's requirements and goal were explained to the participants, and they were asked if they would be willing to participate. Their confidence was adequately safeguarded, and their right to privacy was upheld. Moreover, due credit has been given to the academics whose works were utilized in this study. Furthermore, the study will include credit to any secondary sources that were or will be used in the formulation of the proposal as well as during the investigation..

## CHAPTER FOUR

### 4. DATA ANALYSIS AND INTERPRETATION

#### Introduction

In this chapter, the data collected from various sources related to the turnover intention in Nasa Garment, a company located in Hawassa Industrial Park. The study results are discussed by analyzing the questionnaire results, and report review documents. The data presentation and analysis collected from primary and secondary sources were analyzed using themes from research questions and objectives. The raw collected data from operators, different level of supervisors and management level employees of the factory, and secondary data sources collected from Human resource of the company were categorized, edited, organized, and analyzed using quantitative method and were presented in tables. This is the way of data analysis.

#### 4.1 Respondents' Response Rate

**Table 4.1 Respondent's Response Rate**

Questionnaires Distributed	Questionnaires Returned	Percentage
223	197	88%

**Source: (Own Survey, 2024)**

As shown in Table 4.1 above, the response rate, 223 questionnaires were distributed, and 197 were appropriately filled and returned. The following analysis was carried out based on this sample size of 88%. Questionnaires were available for employees to answer in hard copy and online using Google Forms for employees with computer skills. Completing these questionnaires was exclusively voluntary, and responses were anonymous and treated with utmost confidentiality.

#### 4.2 Biographical and demographical profile of the respondents

As knowledge is the core of any organization, here, the researcher's interest is to examine the demographic characteristics of the respondents taking into account certain variables like gender, age, educational qualifications, and experience of the respondents.

#### Characteristics of Respondent

**Table 4.2 Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
	Female	173	87.8%	87.8%	87.8%
Valid	Male	24	12.2%	12.2%	100%
	<b>Total</b>	<b>197</b>	<b>100%</b>	<b>100%</b>	

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**Source: (Own Survey, 2024)**

- As indicated on Table 4.2 above, 87.8 % (n=173) of the respondents are female while the male ones constitute only 12.2% (n=24). This implies that the number women workers dominate at NASA Garment PLC unlike in other organizations. However, this is due to the nature of the industry, as the industry requires detail oriented accuracy in stitching the garments, which female employees are more capable including tolerate long hours of sitting and working.

**Table 4.3 Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
	20-30	113	57.4%	57.4%	57.4%
	31-40	81	41.1%	41.1%	98.5%
Valid	41-60	3	1.5%	1.5%	100%
	>60	0	0%	0%	100%
	<b>Total</b>	<b>197</b>	<b>100%</b>	<b>100%</b>	

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**Source: (Own Survey, 2024)**

The age group “between 20 to 30” constitute 57.4% (n=113) of the employees, “31 to 40” are 41.1% (n=81) and only 1.5% (n=3) are from age “41 to 60”. There are no employees above 60

years old. From this, it can be concluded that the younger and the working age “between 20 to 40” dominates in the company with the cumulative percentage of about 98.5%. This shows that the industry requires younger generation who can work long hours and produce quality garments.

**Table 4.4 Marital Status**

		Frequency	Percent	Valid Percent	Cumulative Percent
	Single	122	61.9%	61.9%	61.9%
Valid	Married	75	38.1%	38.1%	100%
	<b>Total</b>	<b>197</b>	<b>100%</b>	<b>100%</b>	

**Source: (Own Survey, 2024)**

As per the table above most of responders are single 61.9% (n= 122) and others are married 38.1% (n=75).

**Table 4.5 Educational Background**

		Frequency	Percent	Valid Percent	Cumulative Percent
	8 <sup>th</sup> Grade	49	24.9%	24.9%	24.9%
	10 <sup>th</sup> Grade	94	47.7%	47.7%	72.6%
Valid	Diploma/ TVET	46	23.4%	23.4%	95.9%
	BA Degree	8	4.1%	4.1%	100%
	Masters & above	0	0%	0%	
	<b>Total</b>	<b>197</b>	<b>100%</b>	<b>100%</b>	

**Source: (Own Survey, 2024)**

As per the table 4.4 most of 72.6% of the employees are 10<sup>th</sup> Grade or less (8<sup>th</sup> Grade 24.8% n=49 and 10<sup>th</sup> Grade 47.7% n=94). Diploma/ TVET holders are 23.4% (n=46) while BA Degree holders are 4.1% (n=8) of the responders. There are no responder with Masters or above educational background. This shows the company, Nasa Garment, working in manufacturing garments, has more laborers than professional as per the industry nature.

**Table 4.6 Work Experience in Nasa Garment**

	Frequency	Percent	Valid Percent	Cumulative Percent
0-3 years	124	62.9%	62.9%	62.9%
3-5 years	73	37.1%	37.1%	100%
Valid 5-10 years	0	0%	0%	
>10 years	0	0%	0%	
<b>Total</b>	<b>197</b>	<b>100%</b>	<b>100%</b>	

**Source: (Own Survey, 2024)**

From above table 4.5 it can be seen that most of the responders, 62.9% (n=124), have been working in Nasa Garment with 1 to 3 years while the rest 37.1% (n=73) of the responders worked from 3 - 5 years. This shows that 37.1% of responders work since almost the establishment of the company.

**Table 4.7 Work Experience in Nasa Garment**

	Frequency	Percent	Valid Percent	Cumulative Percent
Sewing Machine Operators	117	59.4%	59.4%	59.4%
Helpers	20	10.2%	10.2%	69.5%
Line Supervisors	6	3.0%	3.0%	72.6%
Lines-in-charges	4	2.0%	2.0%	74.6%
Valid Quality Supervisors	5	2.5%	2.5%	77.2%
Cutting Department	4	2.0%	2.0%	79.2%
Factory Management Level	5	2.5%	2.5%	81.7%
Others	36	18.3%	18.3%	100%
Position Not Specified	0	0%	0%	100%
<b>Total</b>	<b>197</b>	<b>100%</b>	<b>100%</b>	

**Source: (Own Survey, 2024)**

From the table 4.6 above it is evident that most of the responders of the production floor are machine operators 59.4% (n=117) and the least are 2% (n=4) of each are line in charges and cutting

department. Helpers, line supervisors, quality supervisors, cutting department, factory management level and others are 10% (n=20), 3% (n=6), 2.5% (n=5), 2.5% (n=5), and 18.3% (n=36) respectively.

**Table 4.8 Origin Location**

		Frequency	Percent	Valid Percent	Cumulative Percent
	Within the City	128	65%	65%	65%
Valid	Out of City	69	35%	35%	100%
	Total	197	100	100	

**Source: (Own Survey, 2024)**

From the table 4.7 it can be observed that most of the responders 65% (n=128) are from within the city while 35% (n=69) are from out of the city.

### 4.3 Existence of Turnover Intention

According to Fishbein and Ajzen's (1975) theory of planned behavior, turnover intention is the behavioural intention or conation of an individual to depart the organization. Turnover intention was described as "the extent to which an employee plans to leave the organization" by Lacity, Lyer, and Rudramuniyaiah (2008, p. 228). Turnover intention is defined as "... the conscious and deliberate willfulness to leave the organization" by Tett and Meyer (1993, p. 262).

As the turnover, intention comes for the actual turnover one of way of knowing that there is turnover intention is by going through the Human Resource employee data. Below table shows Nasa Garment's Human Resource data for the past 4 years.

**Table 4.9 Human resource data**

No	Month	No of Existing Workers	No of Exit Workers	No of New Workers Employed	Total
1	JANUARY	49	0	0	49
2	FEBRARY	49	0	36	85
3	MARCH	85	51	52	86
4	APRIL	86	46	163	203
5	MAY	203	49	68	222
6	JUNE	222	41	137	318
7	JULY	318	174	296	440
8	AUGUST	440	200	209	449
9	SEPTEMBER	449	245	138	342
10	OCTOBER	342	288	487	541
11	NOVEMBER	541	199	711	1053
12	DECMBER	1053	40	440	1453

**2021**

13	JANUARY	1453	599	0	854
14	FEBRARY	854	105	64	813
15	MARCH	813	315	134	632
16	APRIL	632	72	364	924
17	MAY	924	61	55	918
18	JUNE	918	132	172	958
19	JULY	958	105	198	1051
20	AUGUST	1051	179	0	872
21	SEPTEMBER	872	173	0	699
22	OCTOBER	699	99	184	784
23	NOVEMBER	784	111	49	722
24	DECMBER	722	12	292	1002

**2022**

1	JANUARY	722	147	0	575
2	FEBRARY	575	51	60	584
3	MARCH	864	78	72	858
4	APRIL	858	81	0	777
5	MAY	777	132	0	645
6	JUNE	645	110	0	535
7	JULY	535	40	0	495
8	AUGUST	535	40	0	495
9	SEPTEMBER	511	58	0	453
10	OCTOBER	453	25	0	428
11	NOVEMBER	428	43	13	398
12	DECMBER	398	41	118	475

No	Month	No of Existing Workers	No of Exit Workers	No of New Workers Employed	Total
<b>2023</b>					
1	JANUARY	475	18	3	460
2	FEBRARY	380	24	0	356
3	MARCH	356	0	3	359
4	APRIL	359	0	147	506
5	MAY	506	50	132	588
6	JUNE	588	10	7	585
7	JULY	585	34	1	552
8	AUGUST	552	34	30	548
9	SEPTEMBER	548	43	17	522
10	OCTOBER	522	47	27	502
11	NOVEMBER	502	15	23	510
12	DECMBER	510	25	24	509

**Source: (Nasa Garment HR department, 2024)**

As can be seen from the above table, Nasa Garment recruits people the majority of the time while having employees leave every month over the years. Within the apparel sector, the Human Resources department is essential. It is in charge of several things, including hiring, training employees, managing benefits, and adhering to labor regulations. One of the most important jobs in the garment industry is recruiting fresh workers since the factory's order volume determines the need for machine operators and other positions. In order to complete the necessary production on schedule, the human resources department sources the required number of human resources based on the production requirements. The human resource department is also responsible to let go excess number of employees and make sure exact number of employees are present as per the production department requirement. Considering all this, it is not sufficient to infer that there are intents of turnover that turn into actual turnover by merely examining the number of exit and hired employees. However, as the above table demonstrates, there are many workers leaving, and the number of workers hired in the same month for several months in consecutive years indicates that the organization is experiencing a high rate of employee turnover.

**Table 4. 10 Existence of Turnover Intention**

Existence of Turnover Intention								
No	Field	Frequency					Mean	Std. Dev.
		Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)		
1	I often consider leaving my job	4% (8)	58% (115)	38% (74)	0% (0)	0% (0)	3.66	0.553
2	I often dream about getting another job that will better suit my personal needs.	0% (0)	46% (90)	54% (107)	0% (0)	0% (0)	3.46	0.499
3	I likely to accept another job at the same compensation level should it be offered to me	0% (0)	22% (44)	49% (101)	26% (52)	0% (0)	2.96	0.699
<b>Average (Aggregate)</b>							<b>3.360</b>	<b>0.4813</b>

**Source: (Own Survey, 2024)**

The turnover intention variable's mean ( $M=3.360$ ) and standard deviation ( $0.4813$ ) are shown in the above table. The majority of respondents—62%, or 123—are thinking of quitting their work, while 38%, or 74, are indifferent, and just 4%, or 8, are not thinking about it. Of the 90 respondents, 46% hope to find a new career that better fits their personal needs, while 54% are uncertain. Of the respondents, 22% ( $n = 44$ ) would not likely accept a job offer with the same remuneration, while 26% ( $n = 52$ ) would. The remaining 49% are impartial.

#### **4.5 Benefit and Salary**

According to research, one of the fundamental forms of extrinsic monetary rewards is financial reward, which includes meeting one's basic needs for survival (paying bills), consistency and stability in one's job, and recognition for one's abilities (my employer values them) (Aguenza & Som, 2012).

Pay practices, which often refer to pay, wage, salary, benefits, etc., are a type of human resources management technique. When it comes to execution tactics, the pay is crucial. First, a firm can recruit and keep top talent by offering higher compensation and/or benefits than its rivals.

However, this may have a detrimental effect on the company's overall labor costs. Second, the business might require particular actions and a certain degree of performance from its employees by linking pay to performance (Noe et al., 2006). In general, compensation policies play a big role in organizations and businesses by luring candidates to apply for jobs. The efficiency wage theories do not provide a clear picture of the relationship between pay practices and work satisfaction.

**Table 4. 12 Benefit and Salary**

<b>Benefit and Salary</b>								
<b>No</b>	<b>Field</b>	<b>Frequency</b>					<b>Mean</b>	<b>Std. Dev.</b>
		<b>Strongly Agree (5)</b>	<b>Agree (4)</b>	<b>Neutral (3)</b>	<b>Disagree (2)</b>	<b>Strongly Disagree (1)</b>		
1	The benefits associated with my current job does not prevent me from quitting my job.	0% (0)	6% 12	82% 162	12% 23	0% (0)	2.94	0.419
2	I will leave this organization if I am to receive a 5% salary increase from another organization.	0% (0)	85% (168)	15% (29)	0% (0)	0% (0)	3.85	0.355
<b>Average (Aggregate)</b>							<b>3.398</b>	<b>0.360</b>

**Source: (Own Survey, 2024)**

The table above shows that only of the respondents (12% n=23) are largely prevented from quitting their job with the benefits they are getting from their current job (M=2.94). Most of the respondents (85% n=168) would to leave the company if they get 5% salary increase while only (15% n=29) responded “Neutral” to leave the company if they were to receive an offer with 5% better salary from another company. This indicates that there isn’t any respondent who will not accept an offer of a 5% salary increase. This shows that most of the respondents will leave for small salary increment.

## 4.6 Working Environment

A work environment, according to Mardiana (2005: 78), is a location and the surroundings in which employees carry out their regular tasks. According to Simanjuntak (2003: 39), the work environment encompasses all external factors that affect employees and act as catalysts for their level of performance. According to Bushiri (2014) and SeyoRiyanto (2017), the work environment—, which can be, classified as either physical or nonphysical—is one of the elements that affects the process of employee performance development. According to Sutrisno (2010), the work environment is an all-encompassing supporting component of the infrastructure and facilities of the organization, the state of which has an impact on how well people are able to do their duties.

**Table 4. 13 Working Environment**

Working Environment								
No	Field	Frequency					Mean	Std. Dev.
		Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)		
1	I do not feel connected to my coworkers.	0% (0)	6% (12)	57% (112)	37% (73)	0% (0)	0.581	0.581
2	I am not happy at work.	0% (0)	6% (12)	45% (89)	49% (96)	0% (0)	0.607	0.607
3	I rate my organization's culture as terrible.	0% (0)	6% (12)	60% (119)	34% (66)	0% (0)	0.568	0.568
<b>Average (Aggregate)</b>							<b>2.663</b>	<b>0.531</b>

**Source: (Own Survey, 2024)**

According to the above data, 37% of respondents said they felt a connection to their coworkers, 49% said they were pleased at work, and 34% said the organization's culture was good. Merely six participants expressed dissatisfaction with the organization, felt a lack of connection with fellow employees, and thought the company's culture was unsatisfactory. The variable “Working Environment” have mean of 2.663 with 0.531 standard deviation.

## 4.7 Supervisory Support

As to Maertz et al. (2007), supervisor support has an impact on employee turnover by influencing the employees' perceptions and attitudes towards the organization. It is acknowledged that workers have a distinct relationship with the organizational entity that they are a part of (Becker, 1992; Dirks & Ferrin, 2002; Reichers, 1985); however, in responding to the PSS, workers should generally take responsibility for their actions towards their supervisor rather than the organization (Hoffman & Morgeson, 1999). Maertz and Griffeth's (2004) study showed that attachments to supervisors had different effects on turnover cognitions than attachments to the organization and attitudes towards the organization. Employees typically respond to targets in a way that benefits them in return (Hoffman & Morgeson, 1999).

Although the word "supervision" can mean different things to different people, it usually refers to a management function, and supervisors play a managerial role inside the organization. Since supervisors have a thorough understanding of job needs and ample opportunity to watch their employees, supervision is crucial to organizations and enterprises. Supervisors are typically referred to as managers. Furthermore, in order to achieve high productivity, managers stand to gain from their staff members' strong performance as well as lose from their poor performance. Several research have elucidated the correlations between work satisfaction, turnover, and supervision.

**Table 4.14 Supervisory Support**

Supervisory Support								
No	Field	Frequency					Mean	Std. Dev.
		Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)		
1	My manager does not give me opportunities to grow and develop.	0% (0)	0% (0)	80% (158)	20% (39)	0% (0)	2.80	0.399
2	Senior leadership at the organization does not inspire me to give my very best.	0% (0)	13% (26)	67% (132)	20% (39)	0% (0)	2.93	0.572
3	I am not recognized when I do great work.	0% (0)	12% (23)	68% (135)	20% (39)	0% (0)	2.92	0.557
<b>Average (Aggregate)</b>							<b>2.884</b>	<b>0.480</b>

Source: (Own Survey, 2024)

The preceding table indicates that, according to the respondents (80%, n = 158), the majority of supervisors do not provide opportunities for growth and development, and only 20% of senior leadership provides inspiration. The majority (68%, n-135) believe that their efforts and labor are not being acknowledged. Only 12% of the respondents feel that they being recognized when the do a good work. The supervisory variable's standard deviation is 0.480 and its mean is 2.884

#### **4.7 Work-Life Balance**

Work Life Balance are those that originate outside of the organization and are beyond its control or ability to alter. Conflict and work-life balance are two examples of external variables. When a person's two responsibilities are mutually incompatible, work-life conflict arises. As so, playing one character increases the difficulty of playing the other role. According to Greenhaus & Beutell (1985), conflict arises when fulfilling the demands of one function becomes difficult due to time spent on its requirements, stress from engaging in that role, or particular behaviors that are necessary for that job.

A harmonious coexistence of an employee's personal and professional lives is known as work-life balance. On the one hand, this had a favorable effect on the workers and the company. Conversely, employees that experience a poor work-life balance face consequences. Because of this problem in the hospitality sector, the majority of employees abuse alcohol, which has an indirect impact on the productivity of the company. In addition, the majority of women in the hotel business have experienced depression because of a poor work-life balance. Furthermore, workers with poor work-life balance frequently experience stress, burnout, and tiredness. Thus, work-life balance—a crucial prerequisite for employee retention—has a significant impact on an employee's dedication. (Deery M, Jago L, 2015).

**Table 4. 15 Work-Life Balance**

Work-Life Balance								
No	Field	Frequency					Mean	Std. Dev.
		Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)		
1	I rate my work-life balance as painful.	0% 0	25% 49	59% 116	16% 32	0% 0	3.09	0.637
2	I do not have many family and friends in the community where I live.	0% 0	41% 81	51% 100	8% 16	0% 0	3.33	0.621
3	I would not sacrifice a lot if I left this job.	0% 0	18% 36	44% 86	38% 75	0% 0	2.80	0.726
							3.072	0.576

**Source: (Own Survey, 2024)**

The table above shows that most of respondents gave “Neutral” to all three questions. 59% rated the work-life balance as moderate (neutral) while 25% do not have good work-life balance and only 16% have. 8% of the respondents have many family and friends in the community which shows acceptable as 35% of respondents are out of city. It shows that only 1% of them will not scarify a lot if they would leave the current job they have, that shows that this job is important to them. The mean of the variable "Work-Life Balance" is 3.072with a standard deviation of 0.576.

#### **4.8 Growth and Development**

According to Biswakarma (2016), a person's impression of the prospects for growth and promotion inside an organization constitutes their career growth. Career advancement was previously defined by Spector (2003) as the ongoing enhancement of an employee's position in line with his or her efforts to acquire the necessary skills for performance improvement. In another way, career advancement is the process of moving up the career ladder for a person in line with their increasing level of competence building. It may also be considered a cooperative endeavor between employers and employees. Growth in an employee's career goal, according to Lips-Wiersma and Hall (2007), is a collaborative effort between employers and employees and necessitates a

formalized and well-organized arrangement between an employee's career needs and organizational workforce requirements.

**Table 4. 16 Growth and Development**

Growth and Development								
No	Field	Frequency					Mean	Std. Dev.
		Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)		
1	My promotion and career path is not clear me	0% (0)	75% (148)	25% (49)	75% (148)	0% (0)	2.25	0.433
2	I do not feel challenged at work on a daily basis.	0% (0)	40% (79)	60% (118)	40% (79)	0% (0)	2.60	0.491
3	This organization does not invests in developing its people.	0% (0)	46% (91)	26% (52)	27% (54)	0% (0)	3.19	0.839
<b>Average (Aggregate)</b>							<b>2.678</b>	<b>0.488</b>

**Source: (Own Survey, 2024)**

According to the above data, 75% of respondents (n=148) agree that the company makes investments in the professional development or training of its staff, with the remaining respondents expressing no opinion. This demonstrates that no respondent has a different opinion on this matter. The majority of workers—60%, or 118—responded in a neutral manner, with the remaining 40% having a clear career path and promotion. Of those surveyed, 27% said they are regularly challenged at work, whilst 46% do not. Twenty-six percent are neutral. Growth and development variable has a mean of 3.321 with 0.488 standard deviation.

#### **4.9 Industry Cluster/ Park**

An Industrial Park/Eco-Industrial Park is defined as “a community of manufacturing and service businesses located together on a common property. By working together, to manage resource and

environmental concerns, member businesses hope to improve their social, economic, and environmental performance. Through collaboration, the business community aims to achieve a combined advantage that surpasses the total benefits that each company would obtain from solely focusing on optimizing its own performance. Enhancing the financial performance of the participating businesses while reducing their environmental effect is the aim of an eco-industrial park. (Rosenthal EC, 1998) (Chertow MR, 2000)

**Table 4. 17 Industry Cluster/ Park**

Industry Cluster/ Park								
No	Field	Frequency					Mean	Std. Dev.
		Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)		
1	I feel unhappy working in Industrial Park	0% (0)	0% (0)	17% (34)	78% (153)	5% (10)	2.12	0.458
2	I feel unhappy working in Hawassa Industrial Park compared to other industrial parks.	0% (0)	44% (87)	51% (100)	44% (87)	5% (10)	2.46	0.593
<b>Average (Aggregate)</b>							<b>2.289</b>	<b>0.473</b>

**Source: (Own Survey, 2024)**

As the above table makes evident, the majority of respondents (83%, n = 163) are pleased with their jobs in industrial parks, with 5% reporting they are really happy. Additionally, 49% of respondents are satisfied with their current industrial park, Hawassa Industrial Park, with 5% reporting they are very delighted. This demonstrates that the majority of workers are happy with their jobs in the industrial park, particularly at Hawassa Industrial Park. The industry park/cluster variable has a 3.711 mean and a 0.473 standard deviation.

#### 4.10 Industry Cluster/Park / Other Employment Opportunities

According to Mobley (1977) and Price & Mueller (1986), perceived alternative work opportunity refers to the conviction that there are other employment options available or the likelihood of finding a better position elsewhere. Low organizational commitment is shown in the perceived alternative work opportunities, which subsequently encourages the intention to leave the company. In order to understand how turnover intention arises, the current investigation additionally looks at the moderating effect that job satisfaction has on the relationship between perceived alternative employment opportunity and organizational commitment.

**Table 4. 18 Industry Cluster/Park / Other Employment Opportunities**  
**Other Employment Opportunities**

No	Field	Frequency					Mean	Std. Dev.
		Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)		
1	I easily find other job opportunity in Industrial Parks	3% (5)	68% (133)	30% (59)	0% (0)	0% (0)	3.73	0.501
2	I often get approached by other companies in HIP and other Industry Parks	0% (0)	17% (33)	63% (124)	20% (40)	0% (0)	2.96	0.609
<b>Average (Aggregate)</b>							<b>3.345</b>	<b>0.515</b>

Source: (Own Survey, 2024)

According to the above table, the majority of respondents—81%, or 168—find it easy to find a job, while only 3%—or 22—find it extremely easy. The others gave neutral responses. Not a single respondent expressed disagreement. Of the respondents, 17% (n=50) said they had received

approaches from other companies in the Hawassa Industrial Parks, while 75% (n=147) gave a neutral response. Only 20% (n=40) respondents expressed disagreement.

#### 4.11 Reliability of the Instrument

A reliability test was performed using SPSS software version 26 to ensure the consistency and precision of the measurement scales.

**Table 4. 29 Reliability Test Result**

	Existence of TI	Salary and Benefit	Working Environment	Supervisory Support	Work-Life Balance	Growth and Development	Industry Park	Industry Park Job Opportunity
<b>Cronbach's Alpha</b>	<b>0.750</b>	<b>0.839</b>	<b>0.893</b>	<b>0.924</b>	<b>0.838</b>	<b>0.708</b>	<b>0.751</b>	<b>0.828</b>

**Source: Survey data, 2024**

An alpha value of 0.7 or higher, as recommended by the researcher (Davis, 2000), indicates reliability. The test result for Cronbach's alpha values in this study for the three areas is more than 0.7, which means the instrument (questionnaires) is reliable.

#### 4.12 Descriptive Statistics

The primary goal of the study is to identify the causes of Nasa Garment P.L.C. employees' high intention to leave. Seven parameters were taken into consideration in the study, and data was gathered and analyzed through questionnaires. The analysis is shown in the table below, which includes the mean, standard deviation, lowest and maximum responses.

The table below shows Descriptive Statistics of the variables of the research. 'Salary and Benefit' has the greatest mean value (3.3985), while 'Working Environment' variable has the lowest mean (2.6633).

**Table 4. 20 Descriptive Statistics**

<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
Existence of Turnover Intention (dependent variable)	197	2.67	4.33	3.3604	0.48134
Salary and Benefit	197	2.50	4.00	<b>3.3985</b>	0.36048
Working Environment	197	2.00	4.00	2.6633	0.53132
Supervisory Support	197	2.00	3.67	2.8849	0.48006
Work-Life Balance	197	2.00	4.00	3.0728	0.57618
Growth and Development	197	2.00	3.33	2.6785	0.48839
Industry Park/Cluster	197	1.00	3.00	2.2893	0.47384
Industry Park/ Other Employment Opportunity	197	2.50	4.50	<b>3.3452</b>	0.51522

**Source: Survey data, 2024**

From the table above, we observe that ‘Salary and Benefits’ play a significant role in driving high turnover within the Nasa Garment industry. Conversely, the ‘Working Environment’ has the least impact. This underscores how even a small salary increment can prompt employees to leave the company, resulting in an elevated turnover rate. Additionally, the proximity of factories allows workers to transition between companies without major disruptions related to inconvenience of location, industry type, or job role.

The "Industry Park/Other Employment Opportunity," which indicates that workers can discover other career opportunities at the Industry Park and are also being approached by other companies, is the second reason for the high turnover rate. "Work-Life Balance" is the third variable with the highest mean, indicating that employees work life balance, location of their family and friends and some of them coming out of city impacts their turnover. "Supervisory Support" is the fourth variable with the highest mean, indicating that employees need a feedback and support from their supervisors and management to remain with the company.

In this research, the following patterns among the variables affecting turnover intention are found:

- “Salary and Benefits”:
  - Despite receiving a slight increase in salary or improved benefits, employees still choose to leave the organization.

- This underscores that factors beyond monetary compensation play a crucial role in turnover decisions.
- As a result, this variable plays a major role in the high turnover rate.
- “Industry Park/Other Employment Opportunity”:

  - This factor highlights that employees within the Industry Park have access to alternative career paths.
  - Notably, they are not only aware of other job opportunities but are actively approached by competing companies.
  - Consequently, this variable significantly contributes to the high turnover rate.

- “Work-Life Balance”
  - Even though work-life balance are factors beyond companies’ control it is can be avoided by considering their living condition as one of the criteria for hiring employees to reduce the turnover.
- “Supervisory Support”:

  - Employees place great importance on the Supervisory Support seeking encouragement, training and positive relationship.
  - Supervisors who provide emotional support, enhance job satisfaction, and promote self-efficacy play a crucial role in retaining employees and reducing turnover.

Understanding these specific factors can inform strategies for retaining employees and managing turnover effectively.

### **4.13 Correlations**

Bivariate Correlation: This test determines whether there is a linear relationship between two variables, meaning that when one rises, the other rises as well, or when one rises, the other falls. Furthermore, Pedhazur (1982) states that the Pearson product moment correlation coefficient, which has a value ranging from +1 to -1, inclusive, represents the linear correlation between two variables, X and Y. A value of 1 denotes total positive correlation, 0 denotes no correlation, and -1 denotes total negative correlation. A strong correlation exists between two variables when Pearson's r is near to 1. This indicates that changes in one variable are highly associated with changes in the other. According to Malhotra and Briks (2007), there is a weak association between

the two variables when Pearson's r is close to 0. This indicates that changes in one variable are not correlated with changes in the other.

Value of Sig (2-Tailed) This value indicates whether or not there is a statistically significant correlation between two variables, according to Pedhazur (1982). If the Sig (2-Tailed) value is more than 0.05, the researcher can draw the conclusion that there isn't a statistically significant relationship between the two variables. In other words, there is no meaningful correlation between changes in one measure and changes in the other. The researcher can declare that there is a statistically significant correlation between two variables if the Sig (2-Tailed) value is less than or equal to 0.05. In other words, there is a substantial relationship between changes in one variable and changes in the other.

**Table 4.21 Correlations Table**

		<b>Correlations</b>							
		ETI	SB	WE	SS	WLB	GP	IP/C	HIPEOP
ETI	Pearson Correlation	1							
	Sig. (2-tailed)								
SB	Pearson Correlation	-0.013	1						
	Sig. (2-tailed)	0.851							
WE	Pearson Correlation	-.253**	-0.028	1					
	Sig. (2-tailed)	0.000	0.692						
SS	Pearson Correlation	0.050	-0.014	.310**	1				
	Sig. (2-tailed)	0.482	0.847	0.000					
WLB	Pearson Correlation	-0.028	0.048	.219**	.172*	1			
	Sig. (2-tailed)	0.700	0.503	0.002	0.016				
GP	Pearson Correlation	-.158*	0.128	0.011	-.176*	-0.035	1		
	Sig. (2-tailed)	0.027	0.074	0.877	0.014	0.622			
IP/C	Pearson Correlation	0.085	0.098	.190**	.170*	-0.115	0.092	1	
	Sig. (2-tailed)	0.236	0.170	0.008	0.017	0.108	0.200		
HIPEOP	Pearson Correlation	.326**	0.099	0.017	-0.007	.158*	.375**	.234**	1
	Sig. (2-tailed)	0.000	0.167	0.808	0.921	0.026	0.000	0.001	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

**Source: Survey data, 2024**

As per the table above it can be seen that there is significant positive correlation between “Existence of Turnover Intention” and “Other Employment Opportunity” within the Industry Parkt which means that as the “Other Employment Opportunity” increases the turnover intention

increases while and vice versa. These independent and dependent variables have a positive correlation.

The table shown indicates a negative correlation between the variables "Existence of Turnover Intention" and "Salary and Benefit." This implies that an increase in "Salary and Benefit" is associated with a drop in turnover intention, and a decrease is associated with an increase in turnover intention. These independent and dependent variables have a negative correlation.

It can also be observed from the table above that "Growth and Development" has significant negative correlation with "Turnover Intention" implying a decrease in this independent variable will increase in Turnover Intention. Moreover suggests that investing in employees' professional growth can lead to higher retention rates.

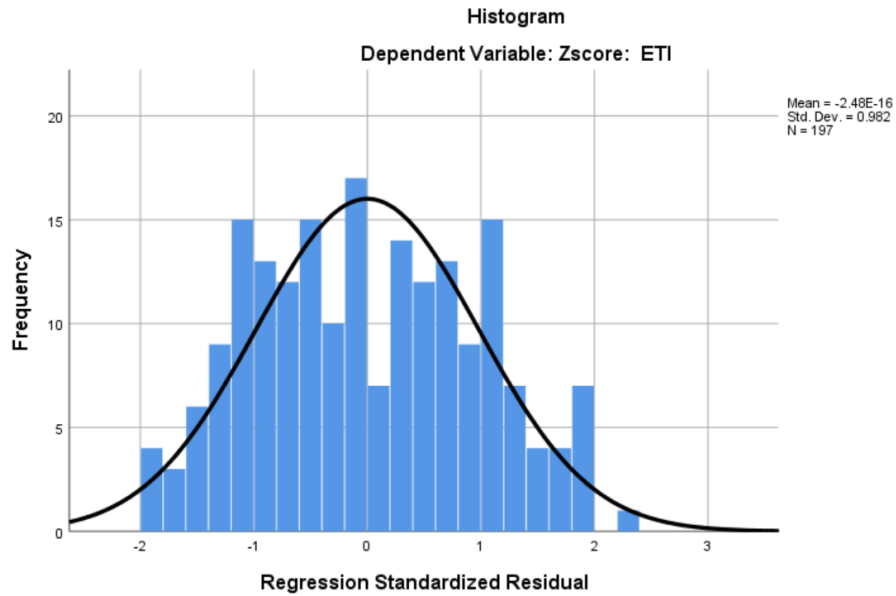
#### **4.14 Regression Analysis**

Regression analysis serves as a statistical tool for exploring relationships between variables. Specifically, regression allows us to predict the value of a dependent variable by considering one or more independent variables (Albaum, 1997). In essence, it is a statistical technique used to examine associations between different variables. Linear regression estimates the coefficients of a linear equation involving independent variables, aiming to best predict the value of the dependent variable (Field, 2009).

##### **4.14.1 Normality Test**

Normality| test was applied to determine whether a data set is well-modeled by a normal distribution and how likely an underlying random variable is to be classified as normally distributed. If the residuals are regularly distributed, the histogram should be bell-shaped. As shown on the below *Figure 4.1* The histogram had a somehow bell-shaped structure. As a result, both the underlying random variable and the residuals had a normally distributed distribution.

**Figure 4.1 Normality Test**

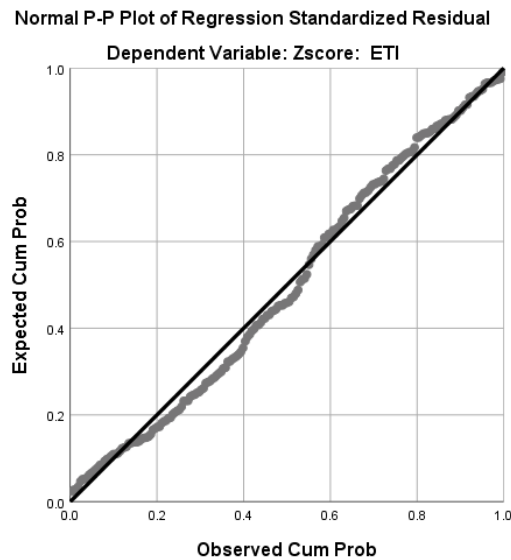


**Source: Survey data, 2024**

#### 4.14.2 LINEARITY TEST

There are several methods for determining whether or not a linearity relationship exists. The normal P-P Plot was used in this study to check linearity and visually inspect the scatter plot. As shown in *Figure. 4.2*, the points demonstrate linearity.

**Figure 4.2 Linearity Test**



**Source: Survey data, 2024**

### 4.14.3 Multi Regression Analysis

Multiple linear regressions were carried out to assess the explanatory power of the independent variables (Salary and Benefit, Working Environment, Supervisory Support, Work-Life Balance, Growth and Development, Industry Park/Cluster and Industrial Park/Cluster Job Opportunity) in identifying the relationship and to determining the most dominant variables that influenced dependent variable (Turnover Intention). The significance level of 0.05 was used, with a 95% confidence interval. The purpose of the multiple regression analysis was to determine the impact of factors of turnover intention on turnover intention. The model summary of the regression analysis is presented in Table 4.22 below.

**Table 4.22 Model Summary**

Model	Model Summary <sup>b</sup>			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616 <sup>a</sup>	0.573	0.143	0.52591648

a. Predictors: (Constant), Zscore: IPCJO, Zscore: SS, Zscore: SB, Zscore: WFB, Zscore: IPC, Zscore: WE, Zscore: GP  
b. Dependent Variable: Zscore: ETI

IPCJO – Industrial Park/Cluster Job Opportunity	SS – Supervisory Support
SB – Salary and Benefit	WFB – Work-Life Balance
IPC – Industrial Park/Cluster	WE – Working Environment
GP- Growth and Development	ETI – Existense of Turnover Intention

**Source: Survey data, 2024**

**R Square (R<sup>2</sup>)** – indicates the percentage of the dependent variable's variance that the linear combination of the independent variables can account for. R<sup>2</sup> is a measure that quantifies the extent to which the predictors account for the variability in the result. R<sup>2</sup> values also fall between 0 and 1 (Pedhazur, 1982).

R<sup>2</sup> value is 0.573, as shown in the Table 4.22 above. This can be interpreted as the model or the independent variables (factors of turnover intention) explaining 57.3 percent of the total variability in Turnover Intention. The remaining 42.7 percent is explained by other variables that were not included in this regression model.

#### 4.14.4 ANOVA Analysis

The other important factor is the Analysis of Variance (ANOVA) which has been presented below:

**Table 4.23 Anova**

		ANOVAa				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.966	7	4.852	5.660	.000b
	Residual	162.034	189	0.857		
	Total	196.000	196			

a. Dependent Variable: Zscore: ETI

b. Predictors: (Constant), Zscore: IPCJO, Zscore: SS, Zscore: SB, Zscore: WLB, Zscore: IPC, Zscore: WE, Zscore: GP

**Source: Survey data, 2024**

The analysis of variance (ANOVA), presented in Table 4.15, demonstrates the overall statistical significance and acceptability of the model (Pedhazur, 1982). The summary provides details on the different sums of squares described in the table, along with their associated degrees of freedom. The ANOVA results indicate that the model effectively explains a significant portion of the overall variation, as evidenced by a p-value of 0.001 (which is less than 0.05)

#### 4.14.5 Regression Coefficient

The objective of this research project was to determine the most influential independent variable in predicting the dependent variable. To achieve this, we examined the impact of each predictor (independent variable) using standardized Beta coefficients. The regression coefficient represents the average change in the dependent variable resulting from a one-unit change in the independent variable. A higher Beta coefficient value for an independent variable indicates stronger support for its importance as a determinant in predicting the dependent variable.

**Table 4.24 Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.843E-16	0.066		0.000	1.000
Zscore: SB	-0.037	0.067	-0.037	-0.546	0.586
Zscore: WE	0.266	0.072	0.266	3.691	0.000
Zscore: SS	-0.014	0.072	-0.014	-0.199	0.843
Zscore: WLB	-0.035	0.070	-0.035	-0.501	0.617
Zscore: GP	0.042	0.073	0.042	0.576	0.565
Zscore: IPC	-0.041	0.071	-0.041	-0.573	0.567
Zscore: IPCJO	-0.313	0.074	-0.313	-4.230	0.000

a. Dependent Variable: Zscore: ETI

In this research project, it was tried to measure which factors of turnover intention has the highest impact on turnover intention. The relative importance of factors of turnover intention (independent variables) in contributing to the variance of turnover intention (dependent variable) was explained by a standardized Beta coefficient. As it can be seen on the above Table, Salary and Benefit is a significant predictor of the turnover intention. The second factor affecting the turnover intention is Other Employment Opportunity in Industrial Parks next being Work-Life Balance. Both Other Job Opportunities in Industrial Parks and Working Environment are a significant predictor of Turnover Intention since both p-values are less than 0.05.

In general, the factor which had the greatest impact on the overall the effect of Turnover Intention at NASA Garment Plc is Salary and Benefit with a standard beta of (-0.337) which makes it the dominant factor. In other words, 33.70 % of Turnover Intention at NASA is explained by the variation in the Salary and Benefit factor. Other Job Opportunities in Industrial Park is also the second dominant factor with a standard beta of (-0.313) with a p-value of “<0.001” which is less than 0.050. Finally, the role of the Working Environment on the dependent variable is also significant with a standard beta of 0.266 as the p-value is “< 0.001” which is less than 0.050.

## CHAPTER FIVE

### 5. SUMMARY, CONCLUSION, AND RECOMMENDATIONS

#### 5.1 Summary of Major Finding

As indicated in the chapter one-introduction part, the general objective of this research paper was to assess the existence of turnover intention and find out main factors of high turnover intentions. Therefore, the following findings were identified during the analysis.

- Nasa Garment P.L.C., one of the first local businesses in Hawassa Industrial Park, was the site of the research. Random sampling method used to select sample out of which 88% (n=197) of the sample size completed the anonymously completed questionnaire and placed it in the box to protect the confidentiality and originality of the replies.
- The majority of respondents (employees) are single women with an average grade of 10, as majority of employees are machine operators, with 0–3 years of experience in the Nasa Garment industry.
- Based on the secondary data collected from Human Resource department, it is evident that there is a consistent high turnover of employees each month over the years. While the company initiates some turnover, the majority results from employees' decisions adversely impacting Nasa in terms of substantial training costs for new hires and decreased production efficiency due to the turnover rate.
- This research has independent and dependent variable. The Turnover Intention is depended variable while the independent variables being Salary and Benefit, Working Environment, Supervisory Support, Growth and Development, Work-Life Balance, Industrial Park/Cluster and Other Employment Opportunities.
- Based on the data analysis, the Regression analysis and Descriptive Statistics reveal that among the variables “Salary and Benefit” shows the highest impact. This shows that small change in salary and other benefits will make employees to have intention of turnover. The second and third are “Other Employment Opportunity” and “Work-Life Balance” respectively. This finding suggests that although Nasa Garment benefits from being

located in an industrial park, it also faces a disadvantage in terms of high employee turnover due perceived employment opportunity.

- Based on the Correlation Analysis, shows: There is a significant positive correlation between the ‘Existence of Turnover Intention’ and ‘Other Employment Opportunity’ within the Industry Park. Conversely, there is a negative correlation between the variables ‘Existence of Turnover Intention’ and ‘Salary and Benefit.’ Additionally, it was observed that ‘Growth and Development’ has a significant negative correlation with ‘Turnover Intention’.

## **5.2 Conclusion**

The study centers on turnover intention within Nasa Garment P.L.C, situated in Hawassa Industrial Park. To achieve this, relevant literature reviews and documents were examined, and both primary and secondary data were collected from the organization. As a result, the following findings emerged during the analysis.

Analysis of both primary and secondary data reveals a consistent high turnover rate every month over the past few years. This trend suggests an intention for turnover, which is further confirmed by responses collected from questionnaires distributed to employees.

Among the seven independent variables, it has been observed that the ‘Salary and Benefit’ significantly impacts turnover intention at Nasa Garment. It seems that regardless of other variables that may otherwise retain the employees, even a small pay rise can cause employees to leave the organization. This finding is noteworthy, especially for companies that invest in employee training.

The second most important factor is found to be ‘Other Employment Opportunity.’ The industrial park hosts several related companies that require similar qualified employees, particularly machine operators. Consequently, employees can easily transition between these companies without significant changes in location, industry type, or job role. However, the situation differs for employers with respect to employee turnover. Despite the numerous benefits associated with being located in industrial parks, Nasa Garment consistently faces high turnover over the years, resulting in substantial costs.

The third factor contributing to high employee turnover at Nasa Garment is the ‘Work-Life Balance.’ Although external influences are beyond the control of enterprises, they can be mitigated by incorporating living conditions into the hiring process in order to lower staff turnover.

The fourth factor found to be contributing to the turnover intention is “Supervisory Support”. Workers value supervisory support highly and look to it for relationships, training, and encouragement. Supervisors who foster self-efficacy, improve job happiness, and offer emotional support are essential in keeping staff members on board and lowering attrition. The research shows that all factors contribute to high turnover of employees out of which ‘Working Environment’ found to be the least.

From the Correlation Analysis, it is drawn the following conclusions: There exists a significant positive correlation between the ‘Existence of Turnover Intention’ and ‘Other Employment Opportunity’ within the Industry Park. Conversely, a negative correlation is observed between the variables ‘Existence of Turnover Intention’ and ‘Salary and Benefit.’ Furthermore, it is evident that ‘Growth and Development’ exhibits a significant negative correlation with ‘Turnover Intention.’

### **5.3 Recommendation for future research**

As per the finding of this research “Salary and Benefit”, being the main factor for the turnover existence in Nasa Garment, it can be reduced using the following possible methods:

- Ensure that employees receive competitive compensation based on industry standards and local market rates. Regularly review and adjust salaries to remain competitive.
- Offer a robust benefits package that includes all possible and affordable benefits those other companies in the industrial parks provide. A comprehensive and competitive package demonstrates commitment to employee well-being.
- Tie bonuses or incentives to individual or team performance. Reward employees for achieving targets or contributing to organizational success.

Considering “Other Job Opportunities in Industrial Parks” as the second highest reason for turnover intention in Nasa Garment, being ahead of other companies by addressing the following could reduce the turnover intention.

- Assess other companies' employees' intention and if it is found to be better strategy, try to accommodate their tactics.
- Offer training and development opportunities within the organization. Encourage employees to acquire new skills and enhance their qualifications.
- Regularly communicate internal job openings and promotion opportunities. Encourage employees to explore different roles within the company before seeking external options.
- Conduct thorough exit interviews when employees leave. Use this feedback to improve retention strategies. Maintain an alumni network to stay connected with former employees who may return in the future.

Considering “Work-Life Balance” as the third highest factor for high turnover during employee recruitment, the company can proactively address potential turnover issues related to external influences.

This study indicates areas for further research on the Factors of Turnover Intention is NASA Garment PLC. This research has limited itself only is NASA Garment PLC, but this research can be further done by including some more companies in the industry especially after finding out that Industry Park/Cluster plays important role in high turnover intention. Further researches or studies can be done on the following areas:

- Factors of Turnover Intention of Companies within the Industrial Parks
- Employees Retention Strategies for the Companies within the Industry Parks

#### **5.4 Limitation and Future Direction**

This study limits itself in studying employees' turnover in the specific type of industry and specific country that is in Nasa Garment P.L.C, an apparel industry in Hawassa Industrial Park of our country Ethiopia. Our country being new to this field, even though related studies made in different other countries it is also necessary to make the study specifically for apparel industries in Industrial Parks in our country, which might result in specific approach in solving the problem.

**Conceptual Scope:** the study focused on the analysis high turnover of operators/ employees, job satisfaction and strategic employees' retention methods in apparel industry.

**Geographical Scope:** the study is intended to cover operators/employees at Nasa Garment based at Hawassa Industrial Park.

**Methodological Scope:** the study employed quantitative research methods.

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## ANNEX



### Addis Ababa University Faculty of Business & Economic EMBA Program

#### Questionnaire for Project Research – Factors Related To Turnover Intention in Garment Industry

*Dear respondent,*

As a part of the requirements for completing the EMBA program successfully, this questionnaire is designed to gather information on the "Factors Related To Turnover Intention in Garment Industry."

**Instructions:** Please take a moment to answer the following questions as truthfully as you are able. Please be aware that this survey is only being used for academic research; replies will be kept completely private; and the data will only be used in aggregate. (*N.B: Please don't specify your name*).

Please return your completed response by sealing it in the attached envelope. By email at [melatayelegig@gmail.com](mailto:melatayelegig@gmail.com) or by telephone: at +251 930099110, please get in touch with the researcher if you have any queries.

*Thank you very much for your time and support.*

*Melat Ayele*

#### **PART I: Personal Information**

1. What is your gender?  
 Male  Female
2. Your age?  
 20 to 35 years  36 to 45 years  46 to 60 years  Above 60 years
3. Marital status  
 Single  Married  Divorced  Widowed
4. What is your highest level of education?  
 Below Grade 8<sup>th</sup>  Grade 8<sup>th</sup>  Diploma/ TVET  Degree

5. Your work experiences?  
 1 – 3 years    3 – 5 years    5 – 10 years    Above 10 years
6. Job level at NASA  
 Sewing Machine Operators    Helpers    Line Supervisors    Lines-in-charges  
 Quality Supervisors    cutting department    management level    others    not specified
7. Did you come from other city?  
 Yes    No

**PART II: QUESTIONNAIRE IN TURNOVER INTENTION**

<b>Existence of Turnover Intention</b>								
No	Questions	Levels						
1	I often consider leaving my job	Strongly Disagree	1	2	3	4	5	Strongly Agree
2	I often dream about getting another job that will better suit my personal needs.	Strongly Disagree	1	2	3	4	5	Strongly Agree
3	I likely to accept another job at the same compensation level should it be offered to me	Strongly Disagree	1	2	3	4	5	Strongly Agree
<b>Salary and Benefit</b>								
No	Questions	Levels						
4	The benefits associated with my current job does not prevent me from quitting my job.	Strongly Disagree	1	2	3	4	5	Strongly Disagree
5	I will leave this organization if I am to receive a 5% salary increase from another organization.	Strongly Disagree	1	2	3	4	5	Strongly Disagree
<b>Working Environment</b>								
No	Questions	Levels						
6	I don't feel connected to my coworkers.	Strongly Disagree	1	2	3	4	5	Strongly Disagree
7	I am not happy at work.	Strongly Disagree	1	2	3	4	5	Strongly Disagree

8	I rate my organization's culture as terrible.	Strongly Disagree	1	2	3	4	5	Strongly Disagree
<b>Supervisory Support</b>								
No	Questions	Levels						
9	My manager doesn't give me opportunities to grow and develop.	Being strongly disagree	1	2	3	4	5	Being strongly agree
10	Senior leadership at the organization does not inspire me to give my very best.	Being strongly disagree	1	2	3	4	5	Being strongly agree
11	I am not well recognized when I do great work.	Being strongly disagree	1	2	3	4	5	Being strongly agree
<b>Work-Life Balance</b>								
No	Questions	Levels						
12	I rate my work-life balance as painful.	Being strongly disagree	1	2	3	4	5	Being strongly agree
13	I don't have many family and friends in the community where I live.	Being strongly disagree	1	2	3	4	5	Being strongly agree
14	I would not sacrifice a lot if I left this job.	Being strongly disagree	1	2	3	4	5	Being strongly agree
<b>Growth &amp; Development</b>								
No	Questions	Levels						
15	My promotion and career path is not clear me	Being strongly disagree	1	2	3	4	5	Being strongly agree
16	I don't feel challenged at work on a daily basis.	Being strongly disagree	1	2	3	4	5	Being strongly agree
17	This organization doesn't invests in developing its people.	Being strongly disagree	1	2	3	4	5	Being strongly agree
<b>Industry Cluster/Park</b>								
No	Questions	Levels						
18	I feel unhappy working in Industrial Park	Being strongly disagree	1	2	3	4	5	Being strongly agree

19	I feel unhappy working in Hawassa Industrial Park compared to other industrial parks.	Being strongly disagree	1	2	3	4	5	Being strongly agree
<b>Industry Cluster/Park - Job Opportunity</b>								
No	Questions	Levels						
20	I easily find other job opportunity in Industrial Parks	Being strongly disagree	1	2	3	4	5	Being strongly agree
21	I often get approached by other companies in HIP and other Industry Parks	Being strongly disagree	1	2	3	4	5	Being strongly agree