

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE**



**DETERMINANTS OF EMPLOYEE TURNOVER INTENSION
IN THE CASE OF ETHIOPIAN REVENUE AND CUSTOMS AUTHORITY (ERCA)**

*A Thesis paper Submitted to AAUSC in Partial Fulfillment of the Requirement for the Award of
Master of Art Degree in Human Resource Management*

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DECLARATION

I Yoseph Alemu, declare that this thesis paper submitted to AAUSC in partial fulfillment of the requirements for the Degree of Master of Art in Human Resource Management with entitled to **DETERMINANTS OF EMPLOYEE TURNOVER INTENSION IN THE CASE OF ETHIOPIAN REVENUE AND CUSTOMS AUTHORITY (ERCA)** has been done by myself with great support and comments of my advisor.

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Acronyms

AJO = Alternative Job Opportunity

CG = Career growth

EMR = Employee-Management Relation

ERCA = Ethiopian Revenues and customs Authority

HRM = Human Resource Management

JF = Job Factor

SI = salary and benefit

U_i = error term.

WE = Working environment

Y_t = Turnover

ABSTRACT

The main purpose of this research is to identify the major Determinants of Employee turnover intention in Ethiopian revenues and customs authority which is the critical and costly to the organization for the replacement of employees and the routine tasks for the HR. So this research paper was done by taking 6 variables and referring different literatures on determinants of employee turnover intention. These seven independent variable with total of 35 questionnaires. The researcher used a purposive sampling method to identify and determine the sample size of the thesis based on the participant of the research was from 5 branches of Ethiopian revenues and customs authority with total population 5,914 among those employees the size of participant in this research was determine by using Cochran's sample size formula so the participant become 361 employees the detail of participant present on page 26 of the paper.. In order to analyze the collected data SPSS version 21 and regression analysis was employed. The result shows that ERCA was with high employee turnover intention with most of the independent variables presented in this research. Therefore, recommendations for managements of the organization include designing better salary and benefit packagers for optimal employee engagement. Similarly, attention to the work environment with the purpose of developing an enriching and supportive workplace environment will likely help reduce turnover intention of organization.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Employee turnover is a ratio comparison of the number of employees a company must replace in a given time period to the average number of total employees. A huge concern to most companies, employee turnover is a costly expense especially in lower paying job roles, for which the employee turnover rate is highest (Martin 2003). Many factors play a role in the employee turnover rate of any company, and these can stem from both the employer and the employees. Wages, company benefits, employee attendance, and job performance are all factors that play a significant role in employee turnover. Companies take a deep interest in their employee turnover rate because it is a costly part of doing business. Companies incur direct and indirect expenses, which include the cost of advertising, headhunting fees, human resource costs, loss of productivity, new hire training, and customer retention, every time they have to replace an employee (Beam, 2009). Turnover has proven to be one of the most costly and seemingly persistent human resource challenges confronting by several organizations globally.

Employee turnover can be voluntary, involuntary, functional or dysfunctional (Mathis & Jackson, 2004). Maintaining environment in the workplace is important to increase loyalty, ultimately reducing employee turnover (Gustafson, 2002). In order to reduce turnover, managers should monitor both the extrinsic and intrinsic sources of job satisfaction available to employees. These activities could assist in maintaining and increasing job satisfaction and commitment to the organization (Mellor, 2007).

Therefore this study will tries to focus on ascertaining how employees satisfaction with variables such as pay, supervision, co-workers, promotion opportunity, communication, operating procedures, nature of the work and contingent (performance related) rewards affect turnover intention of employees by testing formulated hypotheses and prioritizing these factors into most influencing and least influencing order so as to recommend the possible solution in order to tackle these most critical factors in one of the huge public sector organization of Ethiopia, Ethiopian Revenue and Customs Authority(ERCA).

1.2 Background of the Organization

Ethiopian Revenues and Customs Authority trace its origin when two independent organizations Ministry of Revenues (now Customs Authority) and the Federal Inland Revenues merged together in July 2008. ERCA, has a vision and mission to be accomplish with a given time period. Vision of ERCA is to be a leading, fair and modern Tax and Customs Administration in Africa by 2020 that will finance Government expenditure through domestic tax revenue collection with having the mission contribute to economic development and social welfare by developing a modern Tax and Customs Administration that employs professional and highly skilled staff who promote voluntary compliance amongst individuals and businesses, and take swift action against those who do not comply (*ERCA, Human Resource Directorate*).

ERCA, the public organization in which this study will be conducted is responsible for collecting Government's revenue from customs duties and domestics taxes. Customs duties are taxes collected from sells and purchase from foreign trade or simply it's a taxes from import and Export. Also domestic taxes are a taxes collected from economic activities operate in domestic markets such as income taxes. Also in addition to this responsibility the organization has responsibility to protect the societies from smuggling which is highly affecting the economies of the countries (<http://www.erca.gov.et>). Currently the organization has 30 branch offices and the Headquarter. Of the 30 branches, 10 branches are located in different regions of the country and 2 branches located outside of the country; Djibouti and Somalia though the latter is not currently functional, and the rest operate in Addis Ababa Ethiopia. Up to April 2018, ERCA has about 13,851 employees and its workforce is projected to rise to 20,000 in 2025. Until April 2018, the ERCA's annual operating budget is 742.35 million birr and is appropriated by Ministry of Finance and Economic Development (ERCA, 2018).

1.3. Statement of the Problem

Turnover is a costly expense and a huge concern to employers and must be avoided. High turnover represents a considerable burden on human resource and line managers, who constantly have to recruit and train new employees. Various studies were carried out by different researcher (for example, Khatri, 2010; Kuria, 2012and Lindsey 2013) to understand the major causes of

employees' turnover and retentions mechanisms that organizations should develop. Most of these studies were carried out by developed countries and few developing countries.

According to Nel (2003), the most commonly used measure for staff turnover is the staff turnover rate. It gives an indication of the percentage of employees that leave the organization over a period of time. The Labor Turnover Rate is calculated by the means of the following formula:

$$\frac{\text{Number of leavers during a period}}{\text{Average of number in employment during period}} \times 100\%$$

Number of leavers means number of employees separated from the organization in a given period of time. Average of number in employment means number of employees join the organization in specific period of time.

According to different researcher and publication such as Michael, (2015), and Human capital report, (2015) suggest that the ideal employee turnover rate is 10% from the total number of employees per year. This research and the publication is from developed countries where the availability of trained and educated people are abundant so the problem of employee turnover in developing countries is serious issues and we can understand may it be the ideal rate of employee turnover in developing countries like Ethiopian is less than 10% due to problem of easily replacing employees from the labor market. Whereas, us we can see it from the table below the turnover rate of Ethiopian revenues and customs authority where this research will be conducted is currently 10.61% per year which is even above the standard rate.

No.	Year	No. of Voluntary Turnover	Total Number of Employees	Turnover rate
1	2005EC	253	6,137	4.10%
2	2006EC	528	7,569	6.97%
3	2007EC	1,073	8,419	12.74%
4	2008EC	1,673	11,732	14.00%
5	2009EC	1,883	12,361	15.24%
		Average turnover rate		10.61%

Table: 1 Source ERCA, Human Resource Directorate

1.4 . Research Question

Based on the above stated problem, the study addresses the following major research questions:

- What is the level of employee's intention to leave?
- Is there any relationship between employee turnover intention and employees benefit packages?
- What is the relationship between work environment and employee turnover intention?
- Does career growth opportunity have effect on employee turnover intention?
- What is the effect of employee- supervisor relationship on employee turnover intention?
- Is there relationship between Jobs related factors and employee turnover intention?

1.5 Objective of the Study

1.5.1 General Objectives

The general objective of this research is to assess the determinants of turnover intention in ERCA.

1.5.2. Specific Objectives

- To identify the employees level of intention to leave
- To examine the relationship between employee turnover and employees benefit packages
- To determine the relationship between employee turnover and work environment?
- To find out the effect of employee-supervisor relationship on employee turnover
- To identify the relationship between Jobs related factors and employee turnover

1.6 . Significance of the Study

The outcome of this research paper is believed to have the following benefits to the following bodies.

- It helps the organization (ERCA) to identify its problem of employee turnover intention and retain the employees.
- It will serve as base for interested researchers on the issue in conducting future and detail study in the area.

1.7. Scope and Limitation of the Study

Even if throughout the country currently ERCA has about 28 branch offices and the Headquarter. Out of the 28 branches, 10 branches are located in the different regions of the country and the rest operate in Addis Ababa.

The geographic scope of the study includes the head office and four branches found in the city of Addis Ababa. Making Addis Ababa the study area is reasonable regarding cost and time as well as the representation of both the customs and the domestic tax category of the work. So study area is the head office and three selected branches located in Addis Ababa only. The selection criteria used for including these 4 branches and Head office in the study was the larger number of workers and the representation of the different jobs both the customs duties and domestic revenues employees exist in those selected branches of the organization.

The study is delimited geographically, conceptually, methodologically and time wise. Geographically, even if, Ethiopian Revenues and Customs Authority has many branch in the country but the study focused only on the branches on Addis Ababa and it does not intend to see other branches of the organization because of time and cost constraint..

Conceptually, the study is limited to the determinants such as Benefits and Salary, employee and management Relationship, Career growth, Working environment and organizational factors of employee turnover intention in ERCA. And finally the study is delimited to methodologies, due to time and financial constraints the study used questionnaires to collect data and explanatory research designs.

1.8. Definition of Terms and Concepts

Turnover- is the movements of employees from one organization to another in a given labor market (Filpe& Borges, 2012).

Turnover intention: - Turn over intention is a measurement of whether an organization's employees plan to leave their positions (Adekola, 2012).

Voluntary turnover: refers to terminations initiated by employees when organizations would prefer to keep them.

Involuntary Turnover: Involuntary Turnover is the turnover initiated by the organization often among people who would prefer to stay (Noe, 2006).

1.9. Organization of the Study

The study has five chapters. In chapter one, background of the study, background of the organization, statement of the problem, research questions, objectives of the study, significance of the study, scope of the study, delimitation and limitation of the research and definition of terms, will be included. In chapter two the review of literature (theoretical & empirical), theories of TOI, types of employee turnover, reason for employee turnover, costs of employee turnover, turnover as cost benefit to organization and finally conceptual frame work is included. In the third chapter the methodology parts such as, research setting, research approach, research design, population and sampling, sample size determination, proportionate sampling, sampling design, sampling frame, variable in the study, source of data collection, data collection instrument, procedures of data collection, methods of data analysis and ethical consideration is discussed. In chapter four the analysis and interpretation of the study were discussed. Finally in chapter five the summary, conclusion and recommendations will be presented.

CHAPTER TWO

REVIEW OF LITERATURE

2.1. Theoretical Literature

Employee turnover is a ratio comparison of the number of employees a company must replace in a given time period to the average number of total employees. A huge concern to most companies, employee turnover is a costly expense especially in lower paying job roles, for which the employee turnover rate is highest. Many factors play a role in the employee turnover rate of any company, and these can stem from both the employer and the employees. Wages, company benefits, employee attendance, and job performance are all factors that play a significant role in employee turnover. Trevor (2002)

2.1.1. Definition of Turnover

Employee turnover and intention to leave is a global phenomenon. In the present dynamic labor market, economic growth, hyperactive micro environmental factors and changing social economic factors majority of organizations have high employee turnover challenge. Every business or organization can only have and sustain its success if it is able to fully address the challenge of employee turnover successfully and efficiently since the environment is very competitive (Mehmood, 2009). Employee turnover defined by a number of authors in a number of ways, for this particular study the following definitions were considered.

Katsikea, Theodosiou and Morgan (2015) define employee turnover as a reduction in the number of employees who plan to leave their jobs. According to Lambert et al. (2013) defined turnover intention as an employee's thoughts or plan to exit an organization. A turnover intention is a mental decision prevailing between an individual's approach with reference to a job to continue or leave the job (Jacobs, 2007). Turnover intentions are the instant linkages to turnover behavior (Boles et al., 2007). Indirect costs that are associated with turnover decisions are diminishing motivation among the remaining staff, work overload, and loss of social capital.

2.1.2. Types of Employee Turnover

Mathis and Jackson (2004) classified turnover into two general types: involuntary and voluntary. Voluntary turnover means voluntary movement of an employee out of an organization. It reflects an employee's decision to terminate the employment relationship (that is, voluntary leavers leave on their own volition to further their career or to seek greener job satisfaction elsewhere.

Involuntary type of turnover reflects an employer's decision to terminate the employee's employment. McShane and Glinow (2000) state that since employees leaving voluntarily are those not dismissed by the employer, they are probably the ones that an employer would like to retain most. Involuntary turnover may occur for reasons which are independent of the affected employee(s) – that is, involuntary leavers are literally forced out by the organizations by one means or another - such as the real or perceived need to cut costs, restructure or downsize.

Furthermore, voluntary turnover is often categorized into two namely; functional and dysfunctional (Mathis & Jackson, 2004). Functional turnover is where the employees' departure becomes beneficial to the organization, while the dysfunctional type is where the organization would like to retain the departing employee. Dysfunctional turnovers usually involve high performers who are difficult to replace in the organization. Carsten and Spector (2007) say that “typically, only workers who have alternative employment opportunities consider leaving and it is the best employees who have the most opportunities. That is, the best employees moving on, with the worst staying on and engaging in other forms of withdrawal behavior”. Noe, Hollenbeck, Gerhardt and Wright (2004) paint a grimmer picture that, ‘in the worst scenario, the better employees go to work for the company's competitors and the dissatisfied employees may take sensitive information with them to the new jobs’. Typically, involuntary turnover includes dismissals, layoffs, and forced retirement. Because labor market conditions largely affect involuntary turnover rates, they are difficult to directly manage.

Price (1977) states that, the scope that a voluntary or involuntary dichotomy offers for classifying the phenomenon enables directed and systematic research. Particularly where turnover is thought to be associated with a factor such as organizational commitment, or to be preceded by a psychological state such as intent to quit, drawing the distinction between voluntary and involuntary turnover is important, otherwise assessment of such a relationship in terms of all organization leavers will be flawed. Alternatively, turnover can also be classed as

internal or external. Internal turnover involves employees leaving their current position in order to take a new position within the same organization. There are negative and positive aspects of internal turnover, such as, increased morale, from the change of task and supervisor, as well as project relational disruption, and thus this form of turnover is important to monitor as it is external counterpart. Price (1997)

2.1.3. Reasons For Employee Turnover

Many reasons explain why employees withdraw from an organization especially in an economy where skills are relatively scarce and recruitment is costly, or where it takes several months to fill vacant positions as the present situation in the Ethiopian public sector. Employees voluntarily resign their appointments in organizations for various reasons which can be classified into two: pull and push factors. The pull factors, according to Sherratt (2000,38) include the attraction of a new job especially in a growing economy. In such cases, it is the availability of alternative jobs that attracts an employee to withdraw from a particular organization. Sherratt (2000: 38) also explains that the push factor may be dissatisfaction with the present job that motivates an employee to seek alternative employment elsewhere. Sometimes, it is a mixture of both the pull and push factors. However, some reasons for leaving are entirely explained by domestic circumstances outside the control of any employer, as is the case when employees relocate with their spouses or partners.

Recent research by the British Chartered Institute of Personnel and Development (2006) shows that push factors are a great deal more significant in most resignations than most managers appreciate. The research contends that it is relatively rare for people to leave jobs in which they are happy, even when offered higher pay elsewhere. Research conducted by the Hay group and reported by Sharmanl (2006) reveals that about one third of the millions of employees surveyed worldwide plan to quit their jobs within two years. Some employers attract job applicants with unrealistic and non-existent conditions of service during interviews. However, when these new employees get on board and the conditions of service promised by the employers are not forthcoming, such employees immediately update their resumes and quit for other jobs. The British Chartered Institute of Personnel and Development (2006) notes that a great deal of employee turnover consists of people resigning or being dismissed in the first few months of employment.

This is due to poor recruitment and selection decisions, both on the part of the employee and employer.

Expectations are high during the recruitment process, leading applicants to compete for and accept jobs for which they are mostly not suited. Organizations do this in order to ensure that they fill their vacancies with sufficient numbers of well qualified candidates as quickly as possible. However, over the longer term, the practice becomes counter-productive as it leads to costly but avoidable turnover and the development of a poor reputation in the local labor market. According to a study by the Chartered Institute of Personnel and Development (2006: 2) in the United Kingdom (UK), there are factors that are specific to the individual that can influence early turnover. These include both personal and trait-based factors. Personal factors include changes in family situation, a desire to learn a new skill or trade, or an unsolicited job offer. In addition to these personal factors, there are also trait-based or personality features that are associated with turnover. These personality traits are some of the same characteristics that predict job performance and counter-productive behaviors such as loafing, absenteeism, theft, substance abuse on the job, and sabotage of employer's equipment or production. Most environmental contributors to turnover can be traced to management practices. Turnover tends to be higher in environments where employees feel they are taken advantage of, feel undervalued and inadequately compensated. Management practices that promote inequity, inefficiency and lack of foresight and ability to provide purposeful leadership will encourage skilled and professional employees to leave the organization.

Kinneer and Sutherland (2001: 17) further argue that skilled employees need space to act independently and freedom to plan and execute work the best way they choose. This requires progressive organizational leadership which allows for independent judgment by employees. Managers can help to address this by removing organizational policies that restrict innovative thinking and practice within the organization. Certain jobs have peculiar characteristics that contribute to turnover. According to Lanyon (2007) some jobs are characteristically more attractive than others. Someone who enjoys traveling long distances will find sales job attractive while a personality with a strong ability to convince others through argument may find satisfaction in advocacy jobs. However, if these personalities engage in jobs with characteristics other than those peculiar to them, they may not find job satisfaction, which will lead to turnover.

Sherratt (2000) posits that there is turnover that is demographically specific, particularly for women who are balancing significant work and family duties at the same time. Employees may choose to leave an organization instead of sacrificing their other interests and responsibilities in order to make the job work out. Some women elect to quit their jobs after the birth of a child, rather than simply take maternity leave while some relocate with their spouses. These factors translate into higher turnover rates for women in most organizations.

Empirical evidence has shown that all the factors enumerated above act individually or collectively to inform an employee's decision to quit or remain in an organization. The new breed of professionals and highly skilled employees now place other factors such as career growth, skills development and training opportunities in the form of motivational variables that determine which organization to work for. For organizations to attract and retain quality employees, these variables must be evaluated and integrated into an effective employee retention program of the organization. It is thus important for organizations to first of all recognize what motivates an individual employee before a meaningful retention practice can be developed.

2.1.4. Determinants of Employee Turnover

Companies take a deep interest in their employee turnover rate because it is a costly part of doing business." (Beam, 2009) though many of such factors can be identified, the study has classified them into the following:

2.1.4.1. Salary and Benefit Packages

Adequate and flexible benefits can demonstrate to employees that a company is supportive and fair, and there is evidence to suggest that benefits are one of the top reasons why employees choose to stay with their employer or to join the company in the first place (Lockhead & Stephens, 2004). Unequal or substandard wage structures fall under this category as well. When two or more employees perform similar work and have similar responsibilities, differences in pay rate can drive lower paid employees to quit. If they are paid less than other employers for similar work, employees are likely to quit for higher pay, if other factors are relatively equal (Handelsman, 2009). Employees always look for companies who offer more benefits and compensation package.

The most common reason for employee turnover rate being so high is the salary scale because employees are usually in search of jobs that pay well and availability of higher paying jobs facilitates their decision to leave the job and organization. Firth (2004), says that workers whose salaries fall in short of the going market rate, may feel undervalued at their current companies and look for a company that will pay them what they are worth. Low incentive and benefits packages, is also an important factor for high employee turnover intention. When a worker is employed with limited benefits, there is little incentive to stay, even if he/she is offered slightly higher rate of salary. For these reasons, most companies focus on employee retention strategies regardless of pay levels (Beam, et.al2009). Rampur (2009,) in his study concluded that employees prefer other companies which may provide them with higher posts and increased benefit packages.

2.1.4.2. Career Growth

Larson (2004) says career progress creates stress on employee's understandings of the worth of his or her career prospects. Career advancement gives satisfaction and sense of accomplishment, for employee. When there is poor management in career development, which can appear at any time during an employee's employment period, arose stress in the employer. These stressors can include an array of problems like being stuck at a position, without any hopes of progress or threats of downsizing (Smith and Cooper, 1994). This cause's high turnover intention as it creates an attention on an employee to consider or look for other companies with career advancement opportunities. If no prospect or potential opportunity for career advancements or promotions and most positions are held in the company including public organization then the employees shift to other which may provide them with higher posts if career is the major goal of an individual beyond other things .Irshad, (2009) in his study finds that training and career development was found motivating factor which leads to retention. Besides, Phillips and Connell (2003), concluded that provision of development opportunities for individual employee is vital for the organization in order to enhance employees' proficiencies and improve their chances of getting higher posts. Employee training is also an inference of management dedication to build a life-long relationship with the employees thereby influencing their turnover decisions (Wright, McMahan & McWilliams, 1994).

2.1.4.3. Relationship With Management

Most public organization system and operation are hierarchical structure, and interactions between supervisors/managers and subordinates have detrimental effect on the performance and productivity of the organization, because this relationship plays a vital role on turnover intentions and influences employees' decision to stay in a job. A poor relationship with the management can be an important reason for the employees to leave their jobs. Employees demand a relationship which is bounded with good support from managers and supervisors and also to be treated fairly and respectfully. Taylor (2002) mentions that employees need managers who know and understand them and who treat them fairly. Employees also choose managers who can be trusted. If employees feel that their managers are fair, reasonable and supportive, their levels of job satisfaction increase. Besides, if the manager shows interest in the well-being of employees and is supportive and sensitive towards employees emotionally, employee job satisfaction also increases (Egan, Yang & Bartlett, 2004). Griffeth and Hom, (2001) state that bad supervision is a prime malefactor of turnover. Besides, little supervision and less support from managers/supervisors in conducting the assignment, lack of fixing issues or problems decreases workers' ability to cope with their stressful jobs, leads to high level of personal tension thereby increased likelihood of leaving jobs (Mondy, 2010), (Michal, Nissly, and Levin, 2001). Mbah (2012) argues that employees tend to perform better when they have less supervision and freedom to exercise initiatives, judgment and self-approach to work.

Therefore, supervision has to be supportive and beneficiary for the employee and it needs to be balanced. Feedback is an important dimension during supervisor employee interaction, both for personal as well as organizational productivity and the quality of feedback matters in the decision to stay in the organization. Employees usually need to have feedback because they want to know their progression in the job, how well they meet job requirements, goals and use it for further self development.. Personal feedback needs strong communication between the supervisor and employee to align the goals of an employee and organization (Sias, 2005). Therefore, supervisors and managers have an important impact on employee turnover and the quality of supervision also determines the length of time that employees stay in an organization.

2.1.4.4. Job Related Factors

Job satisfaction is one major job-related factor that leads to turnover. It is caused by many factors. Some of common stressors in the ERCA, that trigger job dissatisfaction include high job targets or demands, lack of shifting, dual obligation of protecting the organization and its customers, emotional demands, and time pressure (Ogungbamila, 2010). When employees have increased stress due to fore mentioned factors exceed the individual's coping/adaptive capability then it results in turnover intention. The more an employee satisfied from his/her job, the more he/she is motivated and committed to the job (Adebayo, 2011). Employees who are satisfied and committed are more likely to attend work, stay with an organization, be punctual to work, perform well than employees who are not satisfied LePine, Erez, & Johnson, (2002).

It is relatively rare for people to leave jobs in which they are happy even offered by higher salary elsewhere (Shamsuzzoh & Sumon, 2007).

Other job related factors that show relations with turnover include the job status, nature of job, job security; job stress, work load, job characteristics, and task identity are among others.

Job satisfaction is the extent to which people enjoy their jobs (Hirschfeld, 2000). Job satisfaction is a positive emotional state resulting from the appraisal of one's job or reaction to work experience, how workers feel about their jobs, aspects of their jobs, and work situations (Landy&Conte, 2004). In addition, Sharma and Bhaskar (2006) note that the actual job done by employees and the nature of the job given to the employee has a direct influence on job satisfaction. Job status is also another factor for turnover. A bad match between the employee's skills and the job can also be a reason for an employee to leave an organization. According to Handelsman, (2009) Employees who are placed in jobs that are too difficult for them or whose skills are underutilized may become discouraged and quit the characteristics of the job - some jobs are intrinsically more attractive than others. A job's attractiveness will be affected by many characteristics, including its repetitiveness, challenges, danger, perceived importance and capacity to elicit a sense of accomplishment Insufficient information on how to perform the job adequately, unclear expectations of peers and supervisors, ambiguity of performance evaluation methods, extensive job pressures, and lack of consensus on job functions or duties may cause employees to feel less involved and less satisfied with their

jobs and careers, less committed to their organizations, and eventually display a propensity to leave the organization (Tor, (1997).

Job security is stated as a person's expectations about continuity in a job situation. This definition takes beyond concern over continuation of employment with an employer. It includes concern over loss of desirable job features such as lack of promotion opportunities, long-term career opportunities and current working conditions, Borg and Elizur, (1992). Meltz(1989) describe job security in wider sense as employee keep going to work with the current organization with no decrease in grade level, pay, pension rights, etc. Many researchers have successfully found the link between job security and employee turnover intention. High job security leads towards reduced turnover intention. Lack of job security makes the employees less responsible and less attached with the organization which leads to turnover Ashford and Gill, (2011).

2.1.4.5. Working Environment and Organizational Factors

If working situations are insufficient or the place of work has absence of important accommodations such as proper lighting, furniture, restrooms and other health and safety provisions, employees will not be willing to put up with the problem for long time (Shamsuzzoh & Sumon, 2010). Organizational instability has been shown to have a high degree of turnover. According to Zuber, (2001) employees are more likely to stay in stable organization where there is a predictable work environment so that they could be able to predict their career growth and advancement in the organization.

Working conditions in an organization have a role to play in deciding whether to stay or leave. Good working conditions may serve as a motivating factor to employees, in order to stay in an organization; whereas non-conducive environment contributes to employee turnover (Mwangi, 2011). A stimulating work environment that makes effective use of people's skills and knowledge, allows them a degree of autonomy on the job, provides an avenue for them to contribute ideas, and allows them to see how their own contribution influence the company's well-being Luthans, (2002). In an unfavorable working environment employees do not want to stay; due to this, some employees jump from company to company because they prefer a working environment that is suitable for them. Personal factors such as discontent at working place due to conflict and disharmony and poor social support at work environment are also good

reasons to leave. Employees feel comfortable to stay longer, in positions where they are involved in some level of the decision-making process. That is employees should fully understand about issues that affect their working atmosphere Magner,(1996). But in the absence openness' in sharing information, employee empowerment the chances of continuity of employees are minimal. (Ongori,et.al 2007) points out that a high labor turnover may mean poor personnel policies, poor recruitment policies, poor grievance procedures, or lack of motivation. All these factors contribute to high employee turnover in the sense that there is no proper management practices and policies on personnel matters hence employees are not recruited scientifically, promotions of employees are not based on spelled out policies, no grievance procedures in place and thus employees decides to quit. Therefore work environment and organizational factors do also play key role in turn over.

2.1.5. Theories of Employee Turnover Intention

Turnover intention is the intent of an employee to leave an organization in search of a new job this is due to in absence of employees' job satisfaction and other factors . In which job satisfaction is about how contented a worker is with his/her job. It is a feeling that appears as a result of the perception that a job meets the material, social and psychological needs to a worker. It shows that some people get satisfied with their jobs if their desires are met and they are emotionally balanced. Employee job satisfaction leads to higher organizational commitment of employees and high commitment leads to overall organizational success (Saari and Judge, 2004). There are different theories on employee turnover intention.

2.1.5.1. The Value-percept theory

This theory argues that job satisfaction is perceived as whether a job supplies what you value, or that employees values would determine what satisfies them on the job (Locke, 1976). That was why Aziri (2008), sees job satisfaction as a feeling that appears as a result of the perception that job enables the material and psychological needs. Colquitt, Lepine, and Wesson (2009), noted that the theory can be summarized with the following equation:

$$\text{Dissatisfaction} = (V_{\text{want}} - V_{\text{have}}) (V_{\text{importance}})$$

They said further that in this equation, V wants replicates how much of value an employee wants, V have shows how much of that value the job supplies, and V importance reflects how essential the value is to the employee. Big differences between wants and hases will create dissatisfaction.

2.1.5.2. Social Exchange Theory

Perez (2008), observed that the theory is premised on the supposition that social behavior is the result of an exchange process, which sole purpose is to maximize benefits and minimize costs. Cook and Rice (2006), paraphrasing noted that social exchange is an activity, tangible or intangible, and more or less rewarding or costly, between at least two persons. This presupposes that exchange can be understood in terms of materials and non-materials possessions.

2.2. Empirical Literature Review

Employee turnover is a problem that employers have been facing in all industries, but the situation is different for every industry (Catherin, 2002). Due to this, various studies were conducted on causes of turnover on various industries. Several literatures indicated various factors that why employees stay or quit their job.

A poor relationship with the management and also with co-workers can be important reasons for the employees to leave their jobs. Moreover, a study conducted by Ellikson and Logsdon(2002) reflected that turnover intention of public sector employees was significantly by perceptions of employee satisfaction in terms of pay, promotional opportunities, relationship with supervisors, employees performance management systems and fringe benefits.

Manu, (2004) argue that employees quit from organization due to economic reasons. Using economic model they showed that people quit from organization due to economic reasons and these can be used to predict the labor turnover in the market. So, good local labor market conditions with availability of alternative and high paying organizations will drive turnover.

There are also many discussions in international and national level study on the relationship between various factors of turnover and its effect. For example, Dr. Ondigi Alice and Prof. Peter Mwangi Wanderi Kenyatta University in their study entitled “Assessment of Causes of Labor Turnover in public organization” in Kenya founded a corresponded finding with Gupta and Shaw (2001) that pay is the most critical outcome of organizational membership for employees to stay

on. The unfavorable work conditions resulted to the employees developing work related stress and reduced employees' organizational commitment. This is evident where few public organization, has employees who work up to their retirement. The study further established that employees were not involved in decision making process, even those decisions which affected their jobs. Perhaps this resulted to the main causes of resignation in the public organization under the study. It is equally evident from the findings of the study that, the management did not treat their employees well as cited by the respondents. Employers were described as inflexible and they did not provide a balance between work and employees' personal life. Similar results have been found from the study of (Hemdi et al., 2012; Lam et al., 2003; Pathak, 2012) which revealed that bad working conditions, low salaries, work stress, and injustice between the employees will help them consider the idea of leaving their work to cause an actual turnover. (Lindsey M. Goff, 2013) was the one who conducted research on turnover, accordingly the case study proved three main areas in which influence intent to leave; the rewards of the job, the internal job environment of the organization, and the opportunities available to employees internally and externally. In Romania at the University of Timișoara finding of research conducted by Daniel Kysilka et, al, (2011) implies that high turnover in the public organization occurs due to; seasonality, pay and hours, lack of leadership, customer service issues, labor pool, and training. And a new research conducted on labor turnover in the one of public organization, ministry of finance and economic development at Addis Ababa in 2014 by Medihanit Kebede. Thus, the research has concluded that the size of employee turnover in high public organization. As the main cause, the research finding implied that, it is due to un-conducive working environment.

Ongori (2007) found that if an employee is uncertain about the expectations of his boss and peers, and inadequately informed about the organization, may cause low satisfaction and commitment. This may cause his intention to leave the organization

It is imperative for organizations through the employment process, to attract quality employees to the organization. However, it is more important for managers to device strategies with which to retain these talented employees in the service of their organizations in order for employers to benefit from the investment already made in them. Employee retention is one of the most critical issues facing organizational managers as a result of the shortage of skilled manpower, economic growth and high employee turnover. Phillips and Connell (2002: 1) state that employee retention

involves being sensitive to employees' needs and demonstrating the various strategies in meeting those needs. These strategies, according to Czakan (2005: 8) include career growth and development, competitive compensation benefits, opportunities for training and supportive management. Apart from the strategies mentioned above, employers should use a flexible approach to encourage retention and this approach should consider a number of value-adding components. Such components, Brown (2006: 2) contends include mentoring/coaching, opportunities for skill and career development, as well as flexibility around the frequency and size of performance rewards and incentives. The whole process of retention is to ensure that employees are retained in the organization, especially employees with valued or needed skills or experience in a scarce/critical field (where recruitment is difficult) competitive advantage.

Also another studies like Ongoriet.al, (2007) focused on sources of employee turnover, effects and forwards some strategies on how to minimize employee turnover in organizations. Rehman (2012) worked on employee turnover and retention strategy. Samuel and Chipunza (2009) also identified intrinsic and extrinsic motivational 30 variables influenced the retention and reduction of employee turnover in both public and private sector organizations. A research was conducted in Saudi company to identify the main turnover factors in some Saudi business companies and to suggest some employee retention strategies within the Saudi context (Achoui and Mansour, 2007). Nadeem, Yasir and Hussain (2011) in their study elaborate the retention of employees its benefits and factors that may help to retain the best talent of the organization in the case of textile sector. At national level, in Ethiopia, employee turnover and its retention activity in governmental institute especially in ERCA appears not have been extensively researched and documented. But the researcher has got little empirical studies in the area of employee turnover intention in the public and private sectors. Among those studies I refer some of the research maintained below. Addisalem Bogale(2013) “Factors of employee turnover in the case of Ethiopian Red cross society. Yohannes Melaku (2014) study “factors affecting employee turnover and its impact on Ethiopian Evangelical church of mekaneyesuse, YezinaTsega Tiruneh (2014) “Assessment of Impact of Employee Turnover on TVET Institution” BerukWallelegn (2013) study on “Assessment of Professional Employee turnover in the cases of Bank of Abyssinia”, Solomon (2007) study “skilled manpower turnover and its management in the case of Ethiopian road authority” and Soliana Mulu (2015) “the cause of employee Turnover at Ethiopian Revenues and customs Authority”. The result of each study were came up with the

same result even if each study was carried out in different countries where each countries having different socio-economic and culture, in different setting for different organizations and used different independent variables. Besides, the studies at national level also carried out at different organizations and at different competitors where each organizations having different working environment, working culture and norms and services they provided. Considering of the above facts investigated by various researchers, organization should understand why their employees leave and stay to mitigate the reason of leaving the company and the reason staying in the company to attract other competent employees from the market and achieve the going concern of the company. Therefore, there is a clear need to develop a better understanding of employee turnover and more specifically the causes that are key indicators of why employees leave the organization which would then have a profound impact on the strategies that managers can employ in order to reduce employee turnover within their organizations (Kevin, MM, Joan, LC& Adrian, 2004). According to Ongoriet.al (2007) the value of employees to an organization is a very crucial element in organizations success. This value is intangible and cannot be easily replicated therefore, it becomes very important that managers should control employee turnover for the benefit of the organization. This study will be different from those mentioned above most of the studies focused on the determinants of employee turnover or factors of employee turnover rather than the employee turnover intention mean differing the intention of employees to quit their jobs helps the organization to maintain the problem before employees leave or it is simply the proactive action on the employee turnover. So this study will comes with what are the determinants of employee turnover intention.

2.3. Conceptual Framework

The variables discussed in the literature review above specify how each organizational factor contributes to Employees Job satisfaction independently contributes to the intention to turnover. Simplified schematic presentation of this model is presented in figure 1, and the following are the characteristics of the model:

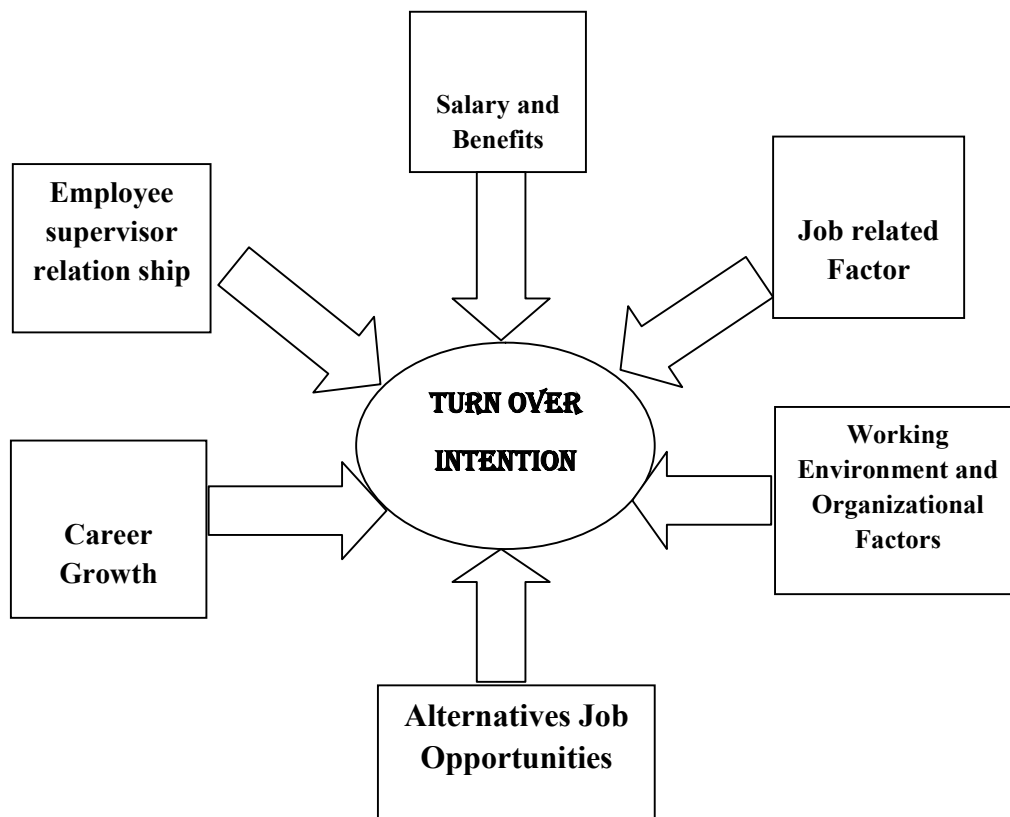


Figure 2.1 Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter describes research design that is in use. Specifically, it mentions the population, the method of sampling and its size, measuring instruments used pertaining to its validity and reliability; the procedure used to follow to gather data and the statistical methods that are used to analyze data.

3.1. Research Setting

This study was conducted in Ethiopian Revenues and Customs Authority in which the organization has many Branches. But due to time and financial constraints the study focused only on selected branches connivance to the researcher and the Head office. So the selected branches are the Head Quarter, Kality Custom Branch, Bole customs branch, large tax payers' branch and Medium tax payers Branch No -2. The branches are found in Addis which are convenient to this research.

3.2. Research Design

In this study, explanatory research design was adopted. Explanatory research permits to investigate the issue of study through looking into the problem by exploring the views of different sets of respondents, as well as by exploring different literatures related with the study (Pallant, 2011). Hopkins (2000) suggested that quantitative research work connects independent and dependent variables. Thus, the study conducted using quantitative type of data in the form of correlation research design used as it appeared to be more appropriate in exploring the determinants of employee turnover intention. Further, explanatory research studies try to describe characteristics of subject opinions, attitudes and perceptions of people interest to the researcher.

To this effect, the study apply a survey strategy for it easily allowed the researcher to collect large amount of quantitative data from a sizable population in a highly economical way and analyze using descriptive statistics. Data was collected by administering a standardized set of questionnaires classified in different categories based on the variables such as the pay scale, demographic, alternative job opportunities, organizational culture and rewards focus on the dependent to the sample where these data were cross sectional data providing the experiences of employees from those selected branches and Head quarter of the organization.

3.3. Research Approach

The research approach applied in this study was quantitative research approach since research employs more quantitative data. Therefore this study chose quantitative research approach to describe the turnover intention of employees in ERCA, by collecting quantitative data from employees of selected branches. In addition the effect of the independent variables on the dependent variable TOI in quantitatively measure in this study.

3.4. Population and Sampling Design

3.4.1. Population of the Study

Ethiopian Revenues and Customs Authority has a total population of 13,851 permanent employees (HR Directorate report, April, 2018) in 30 branch offices including the Headquarter. But the study focused on the selected branches and Headquarter. Employees who are outside of Addis Ababa Branches and other branches are not included in this study. The target population of this study consists of 5,914 employees for better understanding those selected branches for the study had the following numbers of employees.

Table 3.1 Number of employees in the selected branches

S.no	Branches	Number of employees
1	Headquarter	2018
2	Bole Airport customs branch	1291
3	Kality customs branch	1264
4	Large tax payer's branch.	664
5	Medium tax payer's branch number 2	677
Total population for the study area		5,914

Source (HR Directorate report, April. 2018)

3.4.2. Sample Size Determination and Sampling Technique

The researcher first selected four branches and Headquarter: Headquarter, Bole Airport customs branch, Kality customs branch, large tax payer's branch and Medium tax payer's branch number 2. In this study, Cochran's sample size formula for categorical population is used. Accordingly, for a population of 5,914, the required sample size is 361.

Cochran's sample size formula for categorical population is used.

$$no = \frac{Z^2 * (P) (1-P)}{e^2} \qquad n1 = \frac{no}{(1+ no/Population)}$$

Where:

no = Sample error size,

Z= standard normal distribution which is 1.96 (a confidence interval of 95% sample estimates,
P= sample proportion of successes (0.5), thus the variance of P* (1-P) gives the maximum possible sample size = 0.25,

e= Acceptable margin of error for proportion being estimated which is 0.05 % (error the researcher is willing to accept).

$$no = \frac{Z^2 * (P) (1-P)}{e^2} = \frac{(1.96)^2 * (0.05)(1-0.5)}{(0.05)^2} = 384$$

$$n1 = \frac{no}{(1+ no/Population)} = \frac{384}{(1 + 384/5914)} = 361$$

Furthermore, the numbers of employees from each branch were taken proportionally; as follows.

Table: 3.2 Sample contributions for each branch

S.no	Branches	Number of employees	Respondent would be taken from the branch
1	Headquarter	2018	123
2	Bole Airport customs branch	1291	80
3	Kality customs branch	1264	77
4	Large tax payer's branch.	664	40
5	Medium tax payer's branch number 2	677	41
Total population for the study area and sample size		5,914	361

*i.e. for Headquarter 361*2018/5914=123*

Respondents are diversified in terms of educational qualification, job's variety, salary scale, demographic background, year of stay in the organization and other parameters. Thus, stratified random sampling method was applied to avoid such heterogeneity of the population. Kothari 2004, in his research methodology book, complements the above rationale of this study for adopting the stratified sampling design. If a population from which a sample is to be drawn does not constitute a homogeneous group, stratified sampling technique is generally will apply in order to obtain a representative sample. Under stratified sampling (probability sampling) the population is divided into several sub-populations that are individually more homogeneous than the total population (the different sub-populations are called 'strata') and then we select items from each stratum to constitute a sample. Since each stratum is more homogeneous than the total population, we are able to get more precise estimates for each stratum and by estimating more accurately each of the component parts, we get a better estimate of the whole.

In order to select the respondents the researcher used random sampling method from the stratified group that engaged from both Managerial and Non-Managerial staffs. The Management staff members include branch managers, team leaders, customs procedures process owner, and Non-Managerial includes: higher officer, officers and junior officer. In short, the following detailed sampling frame was used to designate the subtotal of the population and the number of participants to be sample proportionally from the total361 samples of the study.

Table 3.3 Sampling procedure

Branches	Job categories	Population based on Job categories	Sample size
Headquarter	Branch manager (Directorate)	55	3
	Customs procedures process owner	63	4
	Team leaders	78	5
	Higher officers	453	28
	Officers	647	40
	Junior officers	722	43
	Total	2018	123

Branches	Job categories	Population based on Job categories	Sample size
Bole Air port custom Branch	Branch manager	1	0
	Customs procedures process owner	26	2
	Team leaders	43	3
	Higher officers	138	9
	Officers	739	46
	Junior officers	344	20
	Total	1291	80
Kality Branches	Branch manager	1	0
	Customs procedures process owner	32	2
	Team leaders	52	4
	Higher officers	145	9
	Officers	833	50
	Junior officers	201	12
	Total	1264	77
Large Tax payers branch	Branch manager	1	0
	Customs procedures process owner	6	0
	Team leaders	18	1
	Higher officers	219	14
	Officers	304	18
	Junior officers	116	7
	Total	664	40
Medium tax payers branch number 2	Branch manager	1	0
	Customs procedures process owner	5	0
	Team leaders	22	1
	Higher officers	225	14
	Officers	331	20
	Junior officers	93	6
	Total	677	41
Grand Total			361

Source (HR Directorate report, April. 2018)

3.5. Source and Method of Data Collection

3.5.1. Source of Data

The study used both primary and secondary data as its source of information. Primary data were collected based on close ended questionnaire. The secondary data were collected by reviewing books, articles and journals related and online information available. The questionnaire that filled out by employees of the organization (respondents) is designed beforehand and distributed among the sample population with the version of English. A great deal of care was taken while preparing the questionnaires, because questionnaires by their nature are filled out in the absence of the researcher. Besides referring to the guideline that Kothari (2004: 100 - 104) sets, model questionnaires with standardized format were reviewed from different sources to develop the questionnaire.

3.5.2. Data Collection Instrument

The questionnaire has two sections. The first part is prepared to gather general information about the respondent's information, gender, age, and education. Section two is prepared to gather information about the determinants of current employee turnover intention with a total number of 34 questions. The close-ended questions provided to the respondents with alternative arrangements of valued each question in the five point Likert scale, going through strongly disagree (measured as 1), disagree (measured as 2), neutral (measured as 3), agree (measured as 4), and strongly agree (measured as 5).

3.5.3. Procedures of Data Collection

To conduct this study, the researcher had supportive letter about the study from Addis Ababa University College of Business and Economics School of Commerce in order to have permit in to collect the data from those purposely selected branches and headquarter of ERCA. Then having this summit the letter to each branch and distributes the questionnaires to respondent. The respondents guided on how to respond and assure of confidentiality after which they have given the questionnaires to fill within seven days. The data collection process was taken and finished with two months.

3.6. Variables in the Study

3.6.1.1. Independent Variables

In this study the independent variable taken are the Benefit and Salary, Employees and Management relationship, Career growth, Job factors, Working Environment and organizational factors and Alternative Employment Opportunity. These are identified in conceptual framework of the study as the determinants of employee turnover intention.

3.6.1.2. Dependent variable

The dependent variable on this study is the employee's intention to turnover which was measured on a five point likert scale. In general, dependent variables for such studies can be categories into two such as the outcomes that mean the Employee Turnover and organizational success. But this study focused on the turnover intention (TOI) as dependent variable due to time and cost constraint. Different studies show turnover intention as the best indicator of an individual's actual turnover behavior (Kash, Naul, Cortes, & Johnson, 2010). This is because individual intension or derive factors are the best indicators of employees to exit from their jobs.

3.7. Method of Data Analysis

After the primary and secondary data gathering procedures completed, the data were checked throughout the different phases (editing, coding, data entry and data analysis). Quantitative data analysis techniques were employed. The SPSS version 21 was used to analyze the data using the questionnaire quantitatively. Finally, the results will be triangulate and present using tables. Furthermore, the study utilized both quantitative and qualitative data analysis techniques. To describe the level of agreement on each aspect of turnover factors and descriptive statistics such as mean values, percentage and frequency tables were used. Inferential statistics was used to test the hypotheses of determinants of employee turnover intention. Ordinary Least Square Estimation (OLS) method of multiple regression technique was used to identify the factors that determine employee turnover intention. Therefore, the general model of turnover intention has a form of:

$$Y_t = f(\text{salary \& benefit, working environment, employee-management relation, Job factors, career growth, Alternative job opportunity})$$

$$Y_t = \beta_0 + SI\beta_1 + WE\beta_2 + EMR\beta_3 + JF\beta_4 + CG\beta_5 + AJO\beta_6 + u.$$

Where

Y_t = Turnover

SI = salary and benefit

WE = Working environment

EMR = Employee-Management Relation

JF = Job Factor

CG = Career growth

AJO = Alternative Job Opportunity

U_i = error term.

3.8. Ethical Consideration

The researcher addressed ethical considerations. Respondents' willingness and privacy was respected. The researcher sought the informed consent of the respondent and the research data remained confidential throughout the study and the researcher ensure respondents participation in this study voluntary. In addition, all secondary sources used are duly acknowledged.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

The general objective of this study is to assess the determinants of turnover intention in ERCA; in order to do that the researcher distributed a questionnaire to 361 respondents; however; only 303 questionnaires were returned successfully which shows it has 84 percent return rate.

This chapter presents the results of the study based on the empirical analysis of the data solicited from the research respondents. To facilitate ease in conducting the empirical analyses, the results of the descriptive analyses are presented first, followed by the inferential (statistical). The statistical program used for the analysis and presentation of data in this study was the Statistical Package for the Social Sciences (SPSS) version 21. The descriptive statistics utilized are based on frequency tables and graphical illustrations to provide information on key demographic variables. External environment, individual and organizational variable that Influence turnover intention obtained by the questionnaire in this study was achieved through summary statistics, which includes the means, and standard deviations values which are computed for each of the variables.

This is followed by presentation of the inferential statistics based on examination of each hypothesis formulated for the research. All statistical test results were computed at the 2-tailed level of significance. The p values of 5 percent were selected a priori for test of significance for multiple regression analysis.

4.1. General Information of Respondents

Under this sub topics a certain features of respondents would be discussed; among the points that would be discussed in this sub-topics includes the demographic characteristics part of the questionnaire includes the personal features like gender, age, educational qualification, working experience, marital status and working place (branch). The details are as follows;

Table 4.1 General information of the Respondents

Categories	Measurements	Freq.	Percentages	
			Valid %	Cumulative %
Gender	Male	171	58	58
	Female	132	42	100
	Total	303	100	-
Age	Below 25	20	6.5	7
	Between 25 to 30	81	27	28.5
	Between 31 to 35	86	28.5	57
	Between 36 to 40	64	21	76
	Above 41	52	17	100
	Total	303	100	
Marital status	Single	139	46	46
	Married	128	42	88
	Divorced	12	4	92
	Widowed	24	8	100
	Total	303	100	
Educational level	High school Graduate	6	2	2
	Certificates	18	6	4
	Diploma	33	11	8
	B.A/Bsc	205	67.5	90.5
	M.A /Msc	39	13	99.5
	PHD and above	2	0.5	100
	Total	303	100	
Year of service	Less than 1 year	21	7	7
	1 to 2	81	26.5	33.5
	2 to 5	127	42	75.5
	5 to 10	41	13.5	89
	More than 10	33	11	100
	Total	303	100	

Categories	Measurements	Freq.	Percentages	
			Valid %	Cumulative %
Place of work (branches)	Head office	99	33	33
	Bole Air port	67	22	55
	Kality customs branch	63	21	76
	Large tax payer	40	13	89
	Medium tax payers	34	11	100
	Total	303	100	

Source; own survey 2018

Table 4.1 presents the general information of the respondents. Out of the total 303 respondents, 171 (58%) are males and 132 (42%) are females. This shows that majority of the employees in Customs are males. Furthermore, number, (86)28.5% of the respondents are in their 31 to 35 age group, followed by respondents aged 25 to 30, 36 to 40, above 41 and less than 25 as 27%; 21%; 17% and 6.5% respectively. So, the majority of current employees are young and mature active employees in the organization. So retaining those employees in the organization is meaningful and helps the organization to achieve its objective and to be more productive 46 % of the respondents currently working in the organizations are single whereas 42% are married, 8% widowed and 4% of the respondents are divorced. The analysis indicates the composition of marital status seems proportional meaning that as more married individuals are in organization they are more responsible as well as when the singles are there they are good in risk taking and confessing unstructured working environment. The largest numbers of the respondents 67.5% B.A/B.sc degree holder followed by M.A/M.sc degree holder 13% where as 11% diploma holder, 6% of the respondent has certificates, as well as 2% of high school graduates and only 0.5% has PhD degree. So from this we can understand and conclude that the organization has educated employees; meaning that the more educated employees the more will be the organizations success. The working experience or service years of the respondents in the organizations indicates that 42 % of respondents have been working in the organizations for 2 to 5 years, 26.5% for 1 to 2 years, 13.5% for 5 to 10 years, 11% of the respondent are stay in the organization for more than 10 years and only 7% are less than one year. The frequent turnover indicated that employees didn't satisfied with the working environment of the organization furthermore, the branches or place of work for the participants indicates the large numbers of the

respondents are from the Head office with 33% followed by bole airport customs branch with 22%, 21 of kality customs branch, 13% for large tax payers and lastly 11% for medium tax payers.

4.2. Descriptive Statistics and Correlation Analysis

4.2.1. Employees Intention to Leave

Respondents were asked about their current conditions regarding leaving the current organization or not; firstly, respondents were asked if they have intention to resign from ERCA within a shorter a short period of time.

Table 4.2 Description of employee's intention to leave

Item	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Mean	Standard Deviation
I have intention to resign from ERCA within a shorter time	(59)19.5%	(16)5.43%	(53)17.5%	(52)17%	(124)40.57%	3.21	0.5643
I am already fed up working in ERCA so I am searching for a better job in a better organization at the moment	(49)16.2 %	(32)10.76%	(26)8.43%	(77)25.2%	(119)39.37%	3.45	0.3452
I am being dissatisfied working for ERCA due to one or other reasons, so I would probably look for outside opportunities	(70)23.1 %	(13)4.55%	(25)8.29%	(50)16.5%	(145)47.50%	3.34	0.1749

Item	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Mean	Standard Deviation
Whenever I get a job in another Organization, I will definitely leave Ethiopian Revenues and Customs Authority	(38)12.4%	(16)5.30%	(34)11.24%	(41)13.6%	(174)57.35%	3.62	0.1432
Total	17.84 %	6.51 %	11.37 %	18.09 %	46.20 %	3.40	0.3069

Source; own survey 2018

Table 4.2 shows the turnover intention of the respondents. The overall mean of their intention to leave is found out to be 3.40 (SD=03069). This indicates that employees have moderate intention to leave the organization.

Accordingly, 58 percent the sample employee respondents confirmed that they have intention to resign from the organization within a short period of time. On the other hand 24 percent of the organization replied that they didn't have such intention in a short period of time. 64 percent of the respondents also confirmed that they are already fed up working in ERCA so they are searching for a better job in a better organization at the moment. Furthermore, more than 64 percent of the respondents also said that they are being dissatisfied working for ERCA and whenever they get a job in another Organization definitely they leave Ethiopian Revenues and Customs Authority.

Furthermore, Mean was also used to make a decision concerning employee's intention regarding turnover; accordingly, the question raised regarding employees intention to turnover had got a mean score of 3.4 with a standard deviate of 0.5643. According to Zaidaton&Bagheri (2009) the mean score below 3.39 was considered as low, the mean score from 3.40 up to 3.79 was considered as moderate and mean score above 3.8 was considers as high as illustrated by Comparison bases of mean of score of five point Likert scale instrument. High means express high agreement with the statement, moderate mean express moderate agreement while low means stand for lower agreement. Based on the above bench marks the mean 3.4 indicates that employees have moderate intention to leave the organization.

4.2.2. Benefit and Salary

Table 4.3 Description of benefit and salary

Item	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Mean	Standard Deviation
I am happy with my salary as I am well paid in ERCA in comparison to my experience, responsibilities and qualification	(134)44.4 %	(61)20.30%	(50)16.24%	(38)12.%	(20)6.5%	2.41	0.8465
ERCA's benefit package and salary scale is competitive with other similar public organization	(125)41.1%	(59)19.33%	(31)10.50%	(38)12.1%	(50)16.59%	2.33	0.9346
I am fairly compensated for my contribution (job I do)	(153)50.3%	(56)18.30%	(22)7.47%	(28)9.44%	(44)14.56%	2.21	0.7659
The number of vacation, sick leave and insurance policy (safety, health) given by the organization is adequate	(117)38.4%	(68)22.20%	(35)11.39%	(50)17.1%	(33)10.86%	2.5	0.7835
ERCA provides adequate recognition and rewards for the job achievements	(98)32.24%	(59)19.50%	(37)12.26%	(70)23.1%	(39)12.81%	3.01	0.8549
ERCA is committed and the benefit program meets to my needs	(89)29.36%	(107)35.3%	(49)16.34%	(31)10.2%	(27)8.77%	2.67	0.8849
Total	39.33%	22.49%	12.37%	14.15%	11.68%	2.52	0.8450

Source; own survey 2018

This service aspect refers to whether the benefit and salary of employees were good enough to satisfy employees. Accordingly, more than 61 percent of the respondents confirmed that they were not happy with their salary as they are not well paid in ERCA in comparison to their experience, responsibilities and qualification and the organization benefit package and salary scale was not competitive with other similar public organization. More than 60 percent of the respondents replied that the number of vacation, sick leave and insurance policy (safety, health) given by the organization was not adequate; on the other hand more than 27 percent of the respondents said that the number of vacation, sick leave and insurance policy given by the organization is adequate. Apparently, more than 60 percent of the respondents were agreed that they were not fairly compensated for their contribution as well as the organization is not committed and the benefit program didn't meet to employee's needs. In addition to these, more than, 51 percent of the respondents replied that the organization didn't provides adequate recognition and rewards for the job achievements.

Overall, concerning salary and benefit 39.33 percent of the respondents select Strongly Disagree, 22.49 percent of them select Disagree, 12.37 percent of them select Neutral, and the rest 14.15 and 11.68 percent of the respondents select Agree and Strongly Agree respectively. Apparently, Benefit and Salary had a grand mean score of 2.52 with a standard deviation of 0.8450, which indicates the benefit and salary or the organization is at low level.

4.2.3. Employee and Management Relationship

Table 4.4 Description of employee management relationship

Item	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Mean	Standard Deviation
I feel the management of the ERCA shows a genuine interest in fixing the issues/problems	(58) 19.19%	(134) 44.2%	(38) 12.57%	(43) 14.17%	(30) 9.83%	3.25	0.2642
My supervisor is available to me when I have questions or need help	(52) 17.14%	(98) 32.24%	(72) 23.62%	(62) 20.44%	(19) 6.55%	2.99	0.3366
My supervisor keep me well informed on work issues	(46) 15.17%	(101) 33.27%	(44) 14.66%	(63) 20.66%	(49) 16.44%	2.97	0.2775
My supervisor treats me fairly and respectfully	(44) 14.28%	(153) 50.33%	(32) 10.39%	(63) 20.74%	(11) 4.26%	3.29	0.3365
The feedback I receive from my supervisors is supportive and encouraging type	(41) 13.49%	(146) 48.27%	(22) 7.24%	(68) 22.67%	(26) 8.33%	3.24	0.4425
My supervisor motivates me and give me freedom to exercise initiatives and self-approach to work	(65) 21.53%	(67) 22.19%	(52) 17.28%	(67) 22.18%	(52) 16.82%	2.88	0.3274
Interpersonal relation of the organization is better relative to other public organization	(67) 22.11%	(140) 46.20%	(35) 11.55%	(45) 14.85%	(16) 5.28%	3.44	0.2364
Total	17.29%	39.71%	13.86%	19.14%	10.0%	3.15	0.3173

Source; own survey 2018

More than 63 percent of the respondents replied that they feel the management of the Organization shows a genuine interest in fixing the issues/problems they encounter in their job role; whereas 23 percent of the respondents agreed that they feel the management of the Organization shows a genuine interest in fixing the issues/problems. Furthermore, close to 50 percent of the respondents said that supervisor available to when employees have questions or need helps; on the other hand, more than 26 percent of the respondents confirmed that supervisors available to employees when they have questions or need helps. In addition to these, more than 60 percent of the respondents replied that supervisor didn't treat employees fairly and respectfully and also the feedback they give to employees was not supportive and encouraging. More than 44 percent of the respondents also replied that supervisors motivate employees and didn't give freedom to employees to exercise initiatives and self-approach to work, and as well as supervisor didn't keep employees well informed on work issues. Apart from these, 68 percent of the respondents said that interpersonal relation of the organization is not better relative to other public organization.

Overall, six questions were employed in order to analyze employee-management relation, accordingly, 17.29 percent of the respondents select Strongly Disagree, 39.71 percent select Disagree, 13.86 select Neutral, 19.14 and 10 percent of the respondents select Agree and Strongly Agree respectively. Furthermore, this variable had a grand mean score of 3.15 which indicates there is poor relationship between management and employee.

4.2.4. Career Growth in ERCA

Table 4.5 Description of career growth

Item	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Mean	Standard Deviation
ERCA arranges continuous training and development programs to enable my professional growth	(52)17.17%	(141)46.55%	(34)11.17%	(49)16.22%	(27)8.78%	3.21	0.1494
There are promotion opportunities and clarity in procedures for promotions in ERCA	(58)19.18%	(152)50.39%	(23)7.33%	(32)10.55%	(38)12.44%	3.42	0.2381
When there is promotion opportunity, the consideration is equal and fair for other employees	(44)14.44%	(101)33.43%	(107)35.13%	(35)11.66%	(16)5.44%	2.94	0.1835
I feel that I am rewarded with better appraisal rates and grade promotions based on my actual performance	(40)13.27%	(144)47.43%	(65)21.40%	(32)10.48%	(22)7.52%	3.29	0.1385
Total	16.02%	44.45%	18.76%	12.23%	8.55%	3.21	0.1773

Source; own survey 2018

Concerning career growth at the organization, more than 63 percent of the respondents said that the organization didn't arranges continuous training and development programs to enable employee's professional growth. Apparently, around 70 percent of the employee respondents confirmed that there were not promotion opportunities and clarity in procedures for promotions in the

organization. Further, more than 47 percent of the respondents said that when there is promotion opportunity the consideration was not equal and fair for other employees. Moreover, more than 60 percent of the respondents confirmed that employees didn't feel that they are rewarded with better appraisal rates and grade promotions based on their actual performance. Totally, four items were employed to measure the situation of career growth. Accordingly, concerning career growth 16.02 percent of the respondents select Strongly Disagree, 44.45 percent of them select Agree, 18.76 select Neutral, 12.23 percent of them select Agree and 8.55 percent of them select Strongly Agree. So, this variable had a grand mean score of 3.21 indicates that the career growth in ERCA is at low level.

4.2.5. Job Factors

Table 4.6 Description of employee's intention on job factor

Item	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Mean	Standard Deviation
I am satisfied with my job	(43)14.27%	(108)35.56%	(74)24.16%	(48)15.88%	(30)10.12%	3.01	0.5467
I am happy with employee Job fit	(40)13.27%	(107)35.23%	(53)17.50%	(72)23.76%	(31)10.24%	2.89	0.6272
I am working with skill and profession I graduated.	(53)17.55%	(104)34.32%	(29)9.44%	(62)20.61%	(55)18.15%	3.04	0.7664
I feel my job is secure	(37)12.27%	(120)39.63%	(43)14.10%	(82)27.24%	(21)6.75%	3.12	0.5422
I am not stressed at work as I have enough time to get everything done on my job	(35)11.45%	(102)33.45%	(94)31.10%	(47)15.77%	(25)8.23%	2.79	0.5441
I feel that the amount of workload is reasonable and sound	(59)19.67%	(95)31.23%	(70)23.10%	(55)18.17%	(24)7.82%	3.11	0.6543
Total	14.75%	34.85%	19.90%	20.24%	10.26%	2.99	0.6134

Source; own survey 2018

Apart from employee's dissatisfaction with their job, they were not happy with their job placement according to their skill, experience and qualification as well as they were not working with skill and profession they were graduated; these was confirmed by more than 50 percent of the respondents. In addition to these, more than 52 percent of the respondents also replied that they didn't feel their job is secure, stressed at work as they have enough time to get everything done on my job and they didn't feel that the amount of workload is reasonable and sound. Conversely, more than 30 percent of the respondents mentioned that overall they feel their job is secure, the amount of workload is reasonable and they are happy with their job placement according to their skill, experience and qualification. Generally, sis questions were employed in order to analyze the situations of job factors, accordingly, 14.75 percent of the respondents select Strongly Disagree, 34.85 percent of them select Agree, and 19.90 percent of them select Neutrals and the rest 20.24 and 10.26 percent of the respondents select Agree and Strongly Agree respectively. Apparently, the grand mean score of job factor is 2.99 which almost lie on neutral level.

4.2.6. Working environment and organizational factors

Table 4.7 Description of employee's intention on working environment and organization factor

Item	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Mean	Standard Deviation
The work environment of ERCA is satisfactory for the employees	(58) 19.16%	(159) 52.24%	(35) 11.60%	(34) 11.27%	(17) 5.72%	2.13	0.5631
I get adequate equipment and supplies and enough support services I need on my job	(52) 17.28%	(120) 39.44%	(31) 10.28%	(54) 17.89%	(46) 15.11%	2.86	0.5651
The working hours are satisfactory with the work load in ERCA	(55) 18.27%	(152) 50.33%	(23) 7.50%	(50) 16.45%	(23) 7.55%	2.11	0.5215

Item	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Mean	Standard Deviation
I am involved in decision making in ERCA	(53) 17.78%	(164) 54.12%	(25) 8.10%	(48) 15.73%	(13) 4.27%	2.1	0.5653
Culture of employee participation in decision making process in the organization is high.	(50) 16.42%	(117) 38.55%	(25) 8.03%	(52) 17.24%	(59) 19.76%	2.41	0.5512
Total	17.78%	46.94%	9.10%	15.72%	10.48%	2.32	0.5532

Source; own survey 2018

Regarding the working environment of the organization around 72 percent of the respondents said that the work environment was not satisfactory for the employees; employees also didn't get adequate equipment and supplies and enough support services they needed for their job and this was confirmed by more than 67 percent of the respondents. Furthermore, more than 68 percent of the respondents said that the working hours were not satisfactory with the work load in ERCA and employees didn't involve on decision making process. In analyzing working environment and organization factor five items were employed accordingly, overall, 17.78 percent of the respondents select Strongly Agree, 46.94 percent of the respondents select disagree, 9.1 percent of the respondents select Neutral, and the rest 15.52 and 10.48 percent of the respondents select Agree and Strongly Agree respectively.

4.2.7. Alternatives Employment Opportunities

Table 4.8 Description of employee's intention on alternative job opportunities

Item	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Mean	Standard Deviation
If I quit my current jobs, there is no doubt in my mind that I can find a job that is at least as good as the one I have now	(14) 4.6%	(23) 7.6%	(19) 6.27%	(158) 52.3%	(89) 29.5%	4.36	1.1201
Based on my age, education, job experience and general economic condition, the chance of getting a suitable position in other organization is high	(14) 4.7%	(15) 5.3%	(14) 4.57%	(164) 54.13%	(96) 31.3%	4.74	1.3204
The experience I achieved here in the organization makes me competent in other organization to have a job	(15) 4.99%	(14) 4.45%	(7) 2.43%	(162) 53.47%	(105) 34.66%	4.88	1.2201
Total	4.76%	5.78%	4.33%	53.30%	31.82%	4.66	1.2202

Source; own survey 2018

Around 83 percent of the respondents confirmed that if they quit their current jobs, there is no doubt in their mind that they can find a job that is at least as good as the one they have now; apparently, more than 85 percent of the respondents said that based on their age, education, job experience and general economic condition the chance of getting a suitable position in other

organization is high. Majority sample respondents also confirmed that the experience they achieved here in the organization make them competent in other organization to have a job. Overall, three questions were employed in order to analyze the situations of alternative employment opportunities, accordingly, the grand analysis shows that 4.76 percent of the respondents select Strongly Disagree, 5.78 percent of them select Disagree, 4.33 percent of them select Neutral, the rest 53.30 and 31.82 percent of the respondents select Agree and Strongly Agree respectively. The grand mean of this variable was also 4.66 indicates that the employees are looking an alternative opportunity at greater extent.

4.3. Summary of Descriptive Statistics on Factors of Turn Over

Table 4.9 Descriptive summary analysis of factors of turnover intention

List of Item	Obs	Mean	St. Deviation	Min	Max
Benefit and Salary	303	2.52	0.8455	1	5
Employees and management relationship	303	3.15	0.3170	1	5
Career growth	303	3.21	0.1773	1	5
Job factors	303	2.99	0.6134	1	5
Working environment and organizational factors	303	2.32	0.5532	1	5
Alternative Employment Opportunity	303	4.66	1.2207	1	5
Turnover Intention	303	3.40	0.3069	1	5

Source; own survey 2018

According to Scott (1999) for likert scale data ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) if the sample is approximately normally distributed, the interpretation should be for mean up to 2.8 is “Disagree”, mean between 2.9 and 3.2 is “Neutral”, and mean above 3.2 is “Agree”.

Therefore, the decision of the summary statistics is made based on these criteria. Accordingly, the mean for benefits and salary is found out to be 2.52 with a standard deviation of 0.8455. The grand mean score of the salary and benefit package indicated that employees didn't feel the salary and other benefit packages was not as such satisfactory as they want to maintain; and hence they consider it as one of the reason why employees resign from the organization.

Employees and management relationship was the other important variables which anticipated to have important contribution. This variable has a means score of 3.15 with a standard deviation of 0.3170; as shown on the statistics the mean score lies on neutral level; this indicate employees are uncertain about the level of relationship between managers and bottom level employees.

Career growth was the other important anticipated variables; the issues related to career growth has a mean score of 3.21 with a standard deviation of 0.1773. Based on the benchmark taken by Scott (1999), the mean score fall on Agree level; the statistics indicates that the mean score of career growth lies on Agree level which indicates employees are a little bit happy with the fairness and applicability of career growth; which indirectly also tell us the organization implements career growth strategy for its employees.

Issues related to Job factors were also taken as a determining factor for employee turnover intention; Job factors concerns about reasonability of the amount of workload, job placement according to skill, experience and qualification, job security and overall job satisfaction. Accordingly, job factors had a mean score of 2.99 with a standard deviation of 0.6134. Taking Scott (1999) as a benchmark the mean score of this variable falls between disagree and neutral and approaches to neural level. The results of mean score indicated that employees are uncertain about the situations of the job factors mentioned above whether they had considerable effect or not.

Working environment and organizational factors was the fifth factors which were considered as determining factors. The descriptive statistics of this variable shows that it had a mean score of 2.32 with a standard deviation of 0.5532. The means score as shown lies on the disagree level which indicates employees were not comfortable with the working environment of the organization. The issues related to working environment and organizational factors concerns the satisfactory level of the work environment, availability of adequate equipment and enough support of services, work load and participation on decision making. Therefore, the mean score indicated that employees had a reservation on the working environment of the organization since the mean score lies on the disagree level. The last anticipated factor was alternative employment opportunity, the issues of alternatives employment opportunities concerns about whether the experience employees achieved make them competent in other organization and the chance of getting a suitable position in other organization based on age, education, job experience and general economic. Accordingly, this variable had a mean score of 4.66 with a standard deviation

of 1.2207. Looking in to the statistics one can understand that employees of the organization feel that their current experience helps them to compete in other related and non-related organization without problem.

4.4. Correlation Analysis Among Variables of the Study

Table 4.10 Results of correlation analysis

		Intention to leave the Job	Employees and management relationship	Working environment and organizational factors	Job factors
Intention to leave the Job	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	303			
Employees and management relationship	Pearson Correlation	-.507**	1		
	Sig. (2-tailed)	.000			
	N	303	303		
Working environment and organizational factors	Pearson Correlation	-.504**	.660**	1	
	Sig. (2-tailed)	.000	.000		
	N	303	303	303	
Job factors	Pearson Correlation	-.557**	.531**	.632**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	303	303	303	303
		Intention to leave the Job	Career growth	Alternative Employment Opportunity	Benefit and Salary
Intention to leave the Job	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	303			
Career growth	Pearson Correlation	-.681**	1		
	Sig. (2-tailed)	.000			
	N	303	303		
Alternative Employment Opportunity	Pearson Correlation	.374**	.257**	1	
	Sig. (2-tailed)	.000	.000		
	N	303	303	303	
Benefit and Salary	Pearson Correlation	-.119*	.086	.036	1
	Sig. (2-tailed)	.039	.135	.534	
	N	303	303	303	303

The correlation analysis is done in pursuit of testing if there is any relationship between each of the mentioned independent variable and dependent variables of employs intention to turnover.

The analysis shows that there is negative and significant ($r = -0.507$, $p = 0.000$) association between intention to leave job and employee-management relationship. This indicates when the relationship between employee and managers getting very bad the intention to leave job become increases. Job factor also had negative and significant ($r = -0.557$, $p = 0.000$) association with job turnover; from the correlation we can understand whenever the comfort and fairness of job factor increases the intention to turnover would also be increased. The analysis further shows that there is a significant ($r = -0.119$, $p = 0.000$) and negative relationship between intention to leave job and benefit & salary; this therefore, indicates as the benefit and salary getting lower and lower employees intention to leave the job will increase. Furthermore, there is a significant ($r = 0.374$, $p = 0.000$) and positive association between intention to leave job and alternative employment opportunity; the association revealed that as the alternative employment opportunity of employees increase their intention to leave the job also increases.

4.5. Results of Regression Analysis

4.5.1. Primary Test of Ordinary Least Squares (OLS)

This research mentioned on the methodology part that the appropriate model is OLS. However, in order to estimate a regression using OLS, the data should fulfill a certain assumptions. These assumptions are Multi collinearity, Heteroscedasticity, Linearity, Normality and Autocorrelation. Each of the assumptions is discussed below.

4.5.2. The Assumption of Multi collinearity

The data were subject to the analysis of variance inflation factor (VIF) following Gujarati (2003) to examine if there is presence of multi collinearity. The results of the test indicate the highest VIF is 12.23; which indicates the model performed with major multi collinearity problem among the explanatory variables. Therefore, among the remedial actions to be taken in order to avoid the multi collinearity problem is avoiding the variable that creates the problem from the regression analysis; and hence, in doing the regression analysis the variable career growth would be omitted.

Table 4.11 Test of multi collinearity

Variable	VIF	1/VIF
Career growth	12.23	0.447519
Job factors	7.96	0.509265
Employees and management relationship	1.96	0.510256
Benefit and Salary	1.63	0.612437
Working environment and organizational factors	1.37	0.728791
Alternative Employment Opportunity	1.37	0.731912
Mean VIF	1.75	

4.5.2.1. The Assumptions of Heteroscedasticity

Although there are more than one ways and techniques of checking the existences of heteroscedasticity, however, for this particular study Breusch-Pagan test was performed. The interpretation of Breusch-Pagan test is done using the p values, if the p value is less than 5% significant level, it is assumed that there is the problem of heteroscedasticity; however, if the p value is greater than 5% significance level, it implies there is no problem of heteroscedasticity. Accordingly, as shown in the table below the results of the test shows that there is no problem heteroskedasticity since the p value are greater than 5% significant level.

Table 4.12 The assumption test of heteroskedasticity

Breusch-Pagan / Cook-Weisberg test for heteroskedasticity
Ho: Constant variance
Variables: fitted values of Turnover intention
chi2(1) = 9.77
Prob> chi2 = 0.0721

4.5.2.2. The Assumptions of Normality

The concept of normality refers to the residuals must be normally distributed. Therefore, in order to test whether the residuals are normally distributed or not Shapiro-Wilk test was performed. The interpretation of the test looks like the same with Heteroscedasticity, which means the test is done using the p values. If the p value is less than 5% significant level, it is assumed that the residuals are not normally distributed; however, if the p value is greater than 5% significance level, it implies that the residuals are normally distributed. Accordingly, as shown in the table below the results of the test shows that the residuals are normally distributed.

Table 4.13. Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Un standardized Residual	.081	303	.300	.980	303	.230
Standardized Residual	.081	303	.300	.980	303	.230

a. Lilliefors Significance Correction

4.5.2.3. The Assumptions of Autocorrelation

The assumption of Autocorrelation states that apart from the residuals are normally distributed and constant variance the residuals should not also be serially correlated between them. In line with this Breusch-Godfrey method was used to test the problem of autocorrelation. The test of Breusch-Godfrey is interpreted as if the p value is less than 5% significant level it is assumed that the residuals are serially correlated; however, if the p value is greater than 5% significance level it implies that the residuals are not serially correlated. Accordingly, as shown in the table below the results of the test shows that the residuals are normally distributed; and hence, as shown below in the table the significant value is greater than 5%, therefore, this tells us if it is not significant it is the indication of no serial correlation between residuals.

Table 4.14 Tests of Autocorrelation

Breusch-Godfrey LMtest for autocorrelation		
lags(p)	chi2 df	Prob> chi2
1	14.8321	0.2104
H0: no serial correlation		
H1: serial correlation		

4.5.2.4. The Assumptions of Linearity

Linearity assumption states that the dependent and each independent variable should have a linear relationship. Therefore, scatter plot technique was employed to test the linearity assumption and as shown in the graph below the assumptions are fulfilled. As shown in the graph, on the first row all of the independent variables have a linear relationship with the dependent variable turnover.

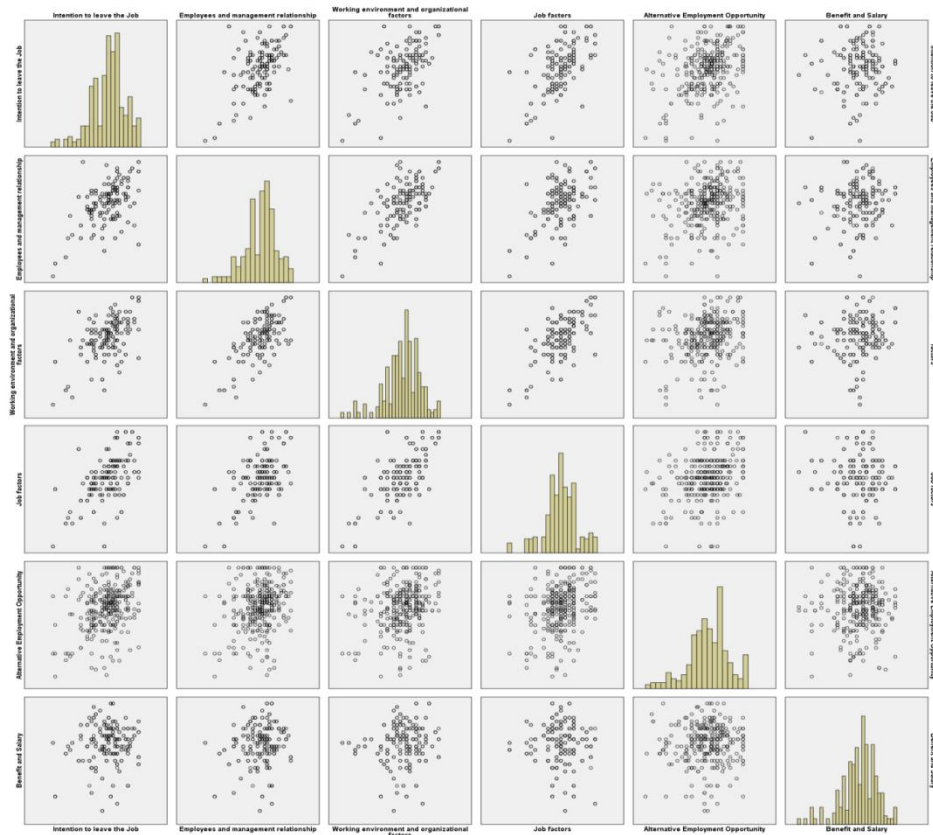


Figure 4.1 Test of Linearity assumption

4.5.3. Estimation Result

As shown in the previous sub topic, all of the assumptions were fulfilled except Multi collinearity. Therefore, in order to avoid the problem, the variable which created the problem is removed. Accordingly, the variable career growth is dropped and the other five variables were estimated using OLS.

Table 4.15. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.648 ^a	.620	.610	.60241

a. Predictors: (Constant), Benefit and Salary, Alternative Employment Opportunity, Working environment and organizational factors, Job factors, Employees and management relationship

Table 4.16 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	78.005	5	15.601	42.990	.000 ^b
1 Residual	107.781	297	.363		
Total	185.787	302			

a. Dependent Variable: Intention to leave the Job

b. Predictors: (Constant), Benefit and Salary, Alternative Employment Opportunity, Working environment and organizational factors, Job factors, Employees and management relationship

As shown in the Model summary and ANOVA table below the coefficient of determination (R^2) for the model is 0.620 ($F= 42.990, p < 0.001$) showing that the model explained 62.0% of the variation in the level of turnover intention and the overall model is statistically significant.

The results of the econometric model estimation revealed that, Alternative Employment Opportunity contribute significantly and positively to Intention to leave the Job. In contrast, Employees and management relationship, Job factors and Benefit and Salary contribute negatively to intention to leave the job.

Employees and management relationship had a negative and significant effect ($B = -.0218, p < 0.05$) on Intention to leave the Job, the negative coefficient of this variable suggested that, as the employee-management relationship getting bad or when the relationship between management and employee reduced the probability of employees to leave the job increases. In line with this study Mumtaz and Hasan (2018) stated that the major trend of leaving jobs is supposed to be the immediate head and subordinate relations. The level of coordination in this respect is sensitive. Subordinates always look at their bosses for all cooperation and if this relationship is disturbed by somehow, then they hardly have any other option left to choose. In this case, their loyalty towards their job responsibilities and duties and towards goal and organization become feeble and blurred and they feel it better to move ahead towards new opportunities.

Furthermore, Job factors also had a negative and significant relationship with intention to leave job. The negative coefficient indicated that whenever the considered job factors such as satisfaction of current job and placement according to skill, experience and qualification is reduced the probability of leaving the job also increases. Skill variety is an aspect of the knowledge characteristics of work and is defined as the extent to which the job requires the use of a wide range of skills to complete the work (Morgeson & Humphrey, 2006). Meta-analytic results showed that skill variety is positively related to satisfaction, motivation, and involvement (Humphrey et al., 2007). Indeed, increased skill variety can lead employees to experience a higher chance of performing a challenging and interesting job that can positively affect their satisfaction (Hackman & Oldham, 1976). Moreover, a job with low skill variety can affect early retirement intentions (Schmitt, Coyle, Rauschenberger, & White, 1979), especially for older workers who feel that their work is less interesting. Thus, it seems that the opportunity to use different skills can be especially helpful in keeping older workers engaged in their work. Considering SST (Carstensen, 1991), older workers should benefit from using their accumulated skills, with an increased gratification and ability to compensate for domains in which they are weak. Indeed, older workers should be more interested in selecting and investing in domains of

well-established expertise, that give them the possibility to use accumulated knowledge and skill and accomplish their work demands. In contrast, younger workers are probably at the beginning of their career when they still need to develop knowledge and experience. For that reason, performing a job that requires the use a wide range of experience and knowledge can bring higher frustration. This is aligned with Truxillo, Cadiz, and Rineer, et al.'s (2012) suggestion that older workers should benefit more from skill variety than their younger counterparts because it allows them to draw on their accumulated skills, leading to more positive occupational health outcomes.

Benefit and Salary also had a negative and significant effect on employee turnover intention, which implies as the benefit and salary of employees getting lower in compared to related institutions, the probability of employees to leave the organization increases. As the salary as and benefit of employees is not updated in line with the cost of living the intention to leave the job of employees also increases. Williams, Brower, Ford, Williams, and Carraher (2008) found that procedures such as determination and administration of pay raises can affect employee turnover through their perceptions of organizational support. Employees' higher levels of satisfaction with pay procedures are associated with higher perceptions of organizational support, which in turn reduces their likelihood to voluntarily leave. Type of compensation also has an effect on employee turnover. Beyond pay raises and cash bonuses, Dunford, Oler, and Boudreau(2008). Thatcher, Stepnia and Boyle (2003) argues that employees leave their jobs because they need more money, incentives and sometimes whatever they have been given as a salary or benefits are not enough to fulfill their expenses. Good local labor market can bring strength and stability to the organization. Utoroand Gustomo (2014) also mentioned that high turnover may harm an industry's productivity when skilled workers leave and the employee population contain a high percentage of novice workers. Costs association with recruiting, selecting, and training new employees often exceeds 100% of the annual salary for the vacated positions (Bryant & Allen, 2013).

The other important variable was alternative employment opportunities of the employees. This variable had a positive and significant effect on intention to resign a job. The positive coefficient of this variable indicated that the more the job opportunities in other organization the more would be the probability of resigning the job. Employees are more likely to be committed to an organizational course that seeks to satisfy their personal needs. With the level of employee

sophistication, the issue of alternative job opportunity has become very imperative. Employees may not like the leadership behaviors of their supervisors but may hold on to their jobs if there are no alternative job offers. In countries with high unemployment rate, the relationship between transactional leadership and turnover will provide inconclusive findings unless the confounding effect of alternative job opportunity is observed (Amankwaa and Anku-Tsede 2015)). Onyishi et al. (2012) advanced that industries with high unemployment rate (i.e. limited job opportunities) are less likely to record high employee withdrawal behaviors such as turnover rates. Consistent with these suppositions, this examined how transactional leadership behaviors will make employees to quit their jobs in the Ghanaian banking industry. In addition, the paper examined how alternative job opportunities will moderate the relationship.

Furthermore, the other variable working environment and organizational factors didn't show a significant association with employee turnover. In support of this study Mumtaz and Hasan (2018) mentioned that boss and employee relations and job opportunities also act as important factor to play in the game of turnover intentions of the employee. This determinant has great value and impact on the aims of employee turnover rate. Skilled, talented, capable effective and efficient employees have greater chances to get and grab those opportunities to advance and boost their careers. In that case if these employees feel themselves as less important, less secure and less packages and chances to grow, they immediately switch to some better place and grab the opportunity as it comes.

Table 4.17 Coefficients

Model	Un standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.131	.278		.470	.639
Employees and management relationship	-.0218	.065	.204	-3.367	.001
Working environment and organizational factors	-.0120	.075	.106	-1.601	.111
Job factors	-.0341	.063	.325	-5.381	.000
Alternative Employment Opportunity	.0196	.047	.193	4.132	.000
Benefit and Salary	-.0941	.052	.083	-1.811	.041

a. Dependent Variable: Intention to leave the Job

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

The study was conducted to analyze the determinants of turnover intention at Ethiopian revenue and customs association. The research used explanatory research design in order to answer the stated objectives. 303 respondents were contacted using structured questionnaires. Both correlation and regression analysis were performed in order to test the effect of the anticipated variables on intention of job turnover. The summary of the findings, conclusions arrived as a result of the findings, and recommendations forwarded are presented below.

5.1 Summary of the Findings

- The majority of the respondents were males and in the age range of 31 to 35 and 36 to 40 with most of them having their first degrees. Also dominant numbers of respondents are married and have only 2 to 5 years of working experience. Apparently, majority of the respondents come from head office.
- The mean value of the dependent variable, turnover intention, was found out to be moderate, and the mean value of alternative job opportunity was high; whereas that of the independent variables salary and benefit, employee-management relation, career growth, job factor and working environment was found to be low.
- The results of the correlation analysis show that employee intention to leave has a negative association with employee-management relationship, job factor and benefit & salary; whereas it has a positive association with alternative employment opportunity.
- The regression analysis results indicated that benefit and salary contributed to a variation of turnover intention. The highest beta loading 0.94 indicated that the variable salary and benefit is the major important factor in determining intention to leave. The other independent variables employee-management relation, job factor and alternative employment opportunity determine intention to leave.

5.1. Conclusion

In conclusion, this study is an important contribution to address the gap in the research about what determine the intention to leave a job. Specifically, I found out that alternative employment opportunity, Job related factors, salary and benefit and employee-management relation and finally working environment determine the intention to leave job. Most importantly benefit and salary determine the intensity to leave a job which implied controlling this variable would have a great implication on determining the intention to leave.

5.2. Recommendation

Based on the findings of the study the researcher forwards the following recommendation

- The findings imply that serious efforts must be taken to formulate an appropriate work-life balance policy in the organization to ensure the existence of employee well-being particularly among workers. Feasible efforts must be taken into consideration good such as employee-management relation, revised salary and benefit situations. These initiatives might reduce job stress among workers especially for those who have a family and help to balance between work and life.
- Therefore, the researchers believe that further research should be carried out considering all the limitations confronted by the researcher in order to avoid any inaccuracies data and thus the result will be improved and more accurate. To further improve the future study on the determinants of turnover intention, the scope of the research can be widened. It is noted that the study was only limited to the variables mentioned above. It is suggested that future research should consider investigating other possible variables or predictors. The new findings may also be able to provide better results in determining turnover intention in order to get a higher percentage of effect size of the research model.

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APPENDIX

ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

Human Resource Department

Questionnaires to be filled by Employees of Ethiopian Revenues and Customs Authority

(On Purposely selected Branches).

The objectives of the Questionnaires

This Questionnaires is Designed for preparing a thesis on the topic of “Assessment on Determinants of Employee Turnover” in the case of Ethiopian Revenues and Customs Authority (ERCA). The outcomes of the study will be used in order to minimize the high rate of employee turnover. To this effect, I humbly solicit your help in completing this questionnaire. Your participation in this survey is completely valuable and be sure your respond will be used for academic purpose. The questioner has Five section, Please spent your precious time to fill the questionnaires as frank as and reasonable as possible. Finally I grant you your respond will be kept strictly confidential. Therefore, you all not expected to write your name.

- ✓ After Filling the all Questioner insert the questioner paper to the envelope provide together with questionnaires and seal it please give back only to the researcher.

TAHNK YOU IN ADVANCE FOR YOUR TIME AND CONSIDERATION.

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SECTION 1:- BASIC PERSONAL INFORMATION (PLEASE PUT “✓” IN SIDE THE BOX).

1. Sex

1. Male

2. Female

2. Age

1. Below 25

3. 31-35

5. above 40

2. 25-30

4. 36-40

3. Marital status

1. Married

2. Single

3. Divorced

4. Education Back Ground, I am,

A. High School Graduate

4. Under Graduate degree

B. Professional Certificates

5. Post - Graduate degree

C. Diploma Graduate

6. PhD and Above

5. Year of service in ERCA.

A. Less than 1 year

3. 2 to 5 year

5. more than 10 years

B. 1 to 2 years

4. 5 to 10 years

6. Branch I am working now is,

A. Head office

3. Kality custom Branch

5. Large tax payers branch

B. Bole Branch

4. Medium tax payers Branch No -2

SECTION 2:QUESTION ON TUROVER INTENTION ON CURRENT EMPLOYESS (PLEASE PUT “✓” IN SIDE THE BOX).

1. Issues Related to Benefits and Salary

1. I am happy with my salary as I am well paid in ERCA in comparison to my experience, responsibilities and qualification.

1. Strongly Disagree

3. Neutral

5. Strongly Agree

2. Disagree

4. Agree

2. The organization benefit package and salary scale is competitive with other similar public organization

1. Strongly Disagree

3. Neutral

5. Strongly Agree

2. Disagree

4. Agree

3. I am fairly compensated for my contribution (job I do)
1. Strongly Disagree 3. Neutral 5. Strongly Agree
 2. Disagree 4. Agree
4. The number of vacation, sick leave and insurance policy (safety, health) given by the organization is adequate
1. Strongly Disagree 3. Neutral 5. Strongly Agree
 2. Disagree 4. Agree
5. The organization provides adequate recognition and rewards for the job achievements
1. Strongly Disagree 3. Neutral 5. Strongly Agree
 2. Disagree 4. Agree
6. Organization is committed and the benefit program meets to my needs
1. Strongly Disagree 3. Neutral 5. Strongly Agree
 2. Disagree 4. Agree

II. Issues related to employee and management Relationship

7. I feel the management of the Organization shows a genuine interest in fixing the issues/problems I encounter in my job role
1. Strongly Disagree 3. Neutral 5. Strongly Agree
 2. Disagree 4. Agree
8. My supervisor available to me when I have questions or need help
1. Strongly Disagree 3. Neutral 5. Strongly Agree
 2. Disagree 4. Agree
9. My supervisor keep me well informed on work issues
1. Strongly Disagree 3. Neutral 5. Strongly Agree
 2. Disagree 4. Agree
10. My supervisor treats me fairly and respectfully
1. Strongly Disagree 3. Neutral 5. Strongly Agree
 2. Disagree 4. Agree
11. The feedback I receive from my supervisors is supportive and encouraging type
1. Strongly Disagree 3. Neutral 5. Strongly Agree
 2. Disagree 4. Agree

12. My supervisor motivates me and give me freedom to exercise initiatives and self approach to work

1. Strongly Disagree 3. Neutral 5. Strongly Agree
2. Disagree 4. Agree

13. Interpersonal relation of the organization is better relative to other public organization

1. Strongly Disagree 3. Neutral 5. Strongly Agree
2. Disagree 4. Agree

III. Issues related to Career growth in ERCA

14. The Organization arranges continuous training and development programs to enable my professional growth

1. Strongly Disagree 3. Neutral 5. Strongly Agree
2. Disagree 4. Agree

15. There are promotion opportunities and clarity in procedures for promotions in ERCA

1. Strongly Disagree 3. Neutral 5. Strongly Agree
2. Disagree 4. Agree

16. When there is promotion opportunity the consideration is equal and fair for other employees

1. Strongly Disagree 3. Neutral 5. Strongly Agree
2. Disagree 4. Agree

17. I feel that I am rewarded with better appraisal rates and grade promotions based on my actual performance

1. Strongly Disagree 3. Neutral 5. Strongly Agree
2. Disagree 4. Agree

IV. Issues related to Job factors

18. I am satisfied with my job

1. Strongly Disagree 3. Neutral 5. Strongly Agree
2. Disagree 4. Agree

19. I am happy with my job placement according to my skill, experience and qualification

1. Strongly Disagree 3. Neutral 5. Strongly Agree
2. Disagree 4. Agree

20. I am working with skill and profession I was graduate

1. Strongly Disagree 3. Neutral 5. Strongly Agree
2. Disagree 4. Agree

21. I feel my job is secure

1. Strongly Disagree 3. Neutral 5. Strongly Agree
2. Disagree 4. Agree

22. I am not stressed at work as I have enough time to get everything done on my job

1. Strongly Disagree 3. Neutral 5. Strongly Agree
2. Disagree 4. Agree

23. I feel that the amount of workload is reasonable and sound

1. Strongly Disagree 3. Neutral 5. Strongly Agree
2. Disagree 4. Agree

V. Issue related to Working environment and organizational factors

24. The work environment is satisfactory for the employees

1. Strongly Disagree 3. Neutral 5. Strongly Agree
2. Disagree 4. Agree

25. I get adequate equipment and supplies and enough support services I need on my job

1. Strongly Disagree 3. Neutral 5. Strongly Agree
2. Disagree 4. Agree

26. The working hours are satisfactory with the work load in ERCA

1. Strongly Disagree 3. Neutral 5. Strongly Agree
2. Disagree 4. Agree

27. I am involved in decision making in ERCA

1. Strongly Disagree 3. Neutral 5. Strongly Agree
2. Disagree 4. Agree

28. Culture of employee participation in decision making process in the organization is high

1. Strongly Disagree 3. Neutral 5. Strongly Agree
2. Disagree 4. Agree

VII. ISSUES RELATED TO ALTERNATIVES EMPLOYEMENT OPPORTUNITIES

29. If I quit my current jobs, there is no doubt in my mind that I can find a job that is at least as good as the one I have now

1. Strongly Disagree 3. Neutral 5. Strongly Agree
2. Disagree 4. Agree

30. Based on my age, education, job experience and general economic condition the chance of getting a suitable position in other organization is high

1. Strongly Disagree 3. Neutral 5. Strongly Agree
2. Disagree 4. Agree

31. The experience I achieved here in the organization make me competent in other organization to have a job

1. Strongly Disagree 3. Neutral 5. Strongly Agree
2. Disagree 4. Agree

VI. Intention to leave the job and ERCA

32. I have intention to resign from ERCA within a shorter time

1. Strongly Disagree 3. Neutral 5. Strongly Agree
2. Disagree 4. Agree

33. Whenever I get a job in another organization definitely I leave ERCA

1. Strongly Disagree 3. Neutral 5. Strongly Agree
2. Disagree 4. Agree

34. I am already fed up working in ERCA so I am searching for a better job in a better organization at the moment

1. Strongly Disagree 3. Neutral 5. Strongly Agree
2. Disagree 4. Agree

Thank you very much for your contribution!