



ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

MBA PROGRAMME

FACTORS INFLUENCING EMPLOYEE TURONVER INTENTION:

EVIDENCE FROM TRANSPORT MINISTRY AND MINISTRY OF REVENUES

BY

FEVEN GULILAT TILATHUN

May, 2020

Addis Ababa. Ethiopia



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**A Thesis Submitted to Addis Ababa University College of Business and Economics
in partial fulfilment of the requirements for Master of Art in Business
Administration specialization in Management**

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May, 2020

DECLARATION

I, the undersigned, declare that this thesis entitled the Casual Factor and Employee Turnover Intention: The case Ministry of Transport and Ministry of Revenues is my original work. I have under taken my research work independently with the guidance and support of the research advisor. All source of materials used for this thesis have been duly acknowledged. I further confirm that, the thesis has not been submitted in any other learning institution for the purpose of earning any degree.

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Acronyms & Abbreviations

MOR Ministry of Revenues

MOT Ministry of Transport

HRM Human Resource Management

HRMD Human Resource Management and Development

SPSS Statistical Package for Social Science

ABSTRACT

Turnover intention is an employee's cognitive desire to voluntarily leave their organization. It is the major determinant for actual turnover. The objective of this study is to identify the relationship between casual factors and employee turnover intention in the case of the Transport Ministry and Ministry of Revenues. Quantitative research approach is used; explanatory and descriptive survey research design is adopted. A total of 363 employees, 222 from Ministry of Revenue and 141 from Ministry of Transport, are selected with simple random sample. Data collected through questionnaire were analyzed using SPSS 20 version. The analysis involves both descriptive and inferential statistics. In addition to the questionnaires, a document was reviewed to gather the annual turnover data and the legal framework of the individual organization. The test engages frequency distribution, Pearson Correlation Coefficient, ANOVA and Regression. The result of the findings at Ministry of Revenues indicates the major factors for turnover intention to be supervisor employee relationship, job related factors and salary-benefit of employee. The result of the findings at Ministry of Transport indicate the major factors for turnover intention to be job related factors ,salary- benefit and career growth. Furthermore the result indicates that there is a high turnover intention at both of the ministry offices. Generally, it was concluded the core factor for turnover intention at Ministry of Revenues to be lack of smooth employee supervisor relation, pay dissatisfaction and job related factors. Whereas job related factors, pay dissatisfaction and lack of career advancement are core factors for turnover intention at Ministry of Transport. The recommendation highlighted that the Ministry of Revenues should develop smooth supervisor employee relation, provide enough autonomy for the employees and develop attractive salary and benefit system. Likewise, Ministry of Transport should develop appropriate job fit, develop attractive salary-benefit and

reward system. Generally, it was recommended that managers revise salary and benefit packages, provide fair promotion opportunity and allow employee to participate in the decision making process.

Keywords: Employee, Turnover Intention, Government Organization, Ethiopia

CHAPTER ONE

1.1 INTRODUCTION

All over the world attention is given to the issue of employee turnover intention since, high level of staff turnover slow down the performance of the organization and as well as the retained employees. Organizations spend a lot in their employees in terms of induction and training, increasing, preserving and keeping them in their organization. Therefore, managers at all cost works on minimizing employee's turnover in order to increase their productivity, to enhance quality services and to achieve competitive advantage in the market.

Any public agency, a public enterprise, a private or non-government organization has to fulfil necessary materials, equipment's, finance, technologies, human resource so as to perform effectively and achieve its objectives and goals. Out of these forms of resources, human resource is regarded as the most significant and precious resource in every organization. Since a human resource has the ability of deciding to join and leave an organization it needs special attention unlike other resources. A competent, skilled, ethical, motivated, dynamic and energetic human resource is a determinant and indispensable resource. Employees play vital role in contributing their time and energy to make their organization effective, profitable and successful in overall aspect of the business. Therefore, dedicated workers are among some elements for ascertaining efficiency of an institution; this input isn't only limited by enhancing achievement of an institution but studies revealed that they are also capable of ascertaining sustainability.

Employee turnover intention is considered as the conscious determination of employee to seek for other alternatives in other organization or the chance of an employee to leave the job voluntary. Employee turnover is defined as the entry and exit of employees into and out of the work force of an organization over a specific period of time. It also indicates the time period employees tend to stay in that organization. There are two type of turnover these are: Involuntary turnover and voluntary turnover. Involuntary turnover is layoffs and similar actions where the decision for an employee to leave is made by the company not the employee. But, voluntary turnover is any departure as a result of the individual's decisions or actions. When an organization is facing a high turnover rate relative to its competitors, it means the employee of that organization have a shorter average tenure than those of

other companies. High turnover may be harmful to a company's performance if skilled employees are often leaving and the worker population contains a high percentage of novice workers.

When a company loses employees at high rate or is losing high-value employee, turnover became an issue. Research done on employee turnover helps to understand about the issue and indicates by emphasizing reducing employee turnover should be a priority for any business. The tangible and intangible cost of the organization that are related with the issue of employee turnover can be managed appropriately and best talent employee can be retained which in turn helps to reduce the work loads of the employee and increase their satisfaction, productivity and commitment. According to organizational perspective it helps the organization to increase productivity, customer service, competitiveness and reputation of the organization.

Being aware about employee turnover is also an important way to determine both the efficiency of the human resource management system and in general the management of an organization or program. It offers a corresponding measure to the earlier sign on key positions filled. Managers will also wish to reconsider it over longer periods of time to assist long-term planning for hiring and staff development. Managing turnover effectively is a vital to attain the organizational overhead goals.

Significant amount of research has been undertaken to understand the major causes of employee's turnover and retentions mechanisms that organizations should develop. Most of these studies were carried out by developed countries and few developing countries. Local research done showed that government organizations are suffering from employee turnover. Research done by (Solomon, 2007) on government organization in case of Ethiopian Rod Authority concluded that the turnover is affecting the organization in terms of productivity, money and time. Other research done by (Temesgen ,2017) on the assessment of employee turnover and its impact on three selected government TVET colleges in Addis Ababa, concludes that employee turnover exist with total turnover rate of 12.78%, 10.46%, and 11.86 % in 2001, 2002, and 2003 E.C respectively in three selected TVET Colleges.

Since, government owned organizations are legal entities that undertake activities on behalf of government they need to be staffed with competent workforce. Ethiopia is one of the African

countries with developing economy and limited resource. To be a competitor in the market there is huge challenge and government organizations suffer most in attracting best talent.

1.2 BACKGROUND OF THE STUDY

According to Fang (2001), turnover intention is important in the turnover literature and can safely be used as a substitute for turnover behaviour. Incidentally, it was presented in many researches that, turnover intention has been viewed as the best predictor of actual turnover (Herrbach et al., 2004; Allen et al., 2003; Griffeth et al., 2000; Tett and Meyer, 1993).

Turnover has some significant effects on organizations (Cantrell & Saranakhsh, 1991; Denvir & McMahon, 1992; DeMicco & Giridharan, 1987; Dyke & Strick, 1990). Also scholars states employee turnover as a serious issue particularly in the area of human resource.

Since, any organization is established to accomplish some purpose and to attain a certain mission and organizations operating in different economic, social and political environment needs resources that are vital for their operation. Human resource is the only dynamic asset of the organizations. Other resources without human resources are useless and cannot be used to realize a pre-determined objectives and goals of organizations.

In the present globalization and information technology era doing business, in public, in private or in non-profit organizations, is very competitive. Human resource is the dominant and indispensable asset of an organization that needs the out most due care to manage as it is the one which enables to win this stiff competition. Employee's value to the organization is essentially intangible and not easily replicated (Meaghan & Nick, 2002). According to Abassis and Holloman (2000), the managers must recognize employees as major contributors to the efficient achievement of the organization's success.

Since, human capital consists of: natural ability, innate and acquired skills, knowledge, experience, talent and inventiveness which is not owned by organizations like other assets, staff turnover is certainty for any organization. It is natural and healthy for people to leave the organization from time

to time as this allows for the introduction of fresh ideas and innovations, flexible career opportunities, and enhances satisfaction in the workplace (Howell, 2012). In general, to maintain a competitive advantage in the market, firms need to give serious attention and care for their employees and balance the resources available to the organization to achieve the desired results of profitability and survival.

Employee turnover is the entrance of new employees in to the organization and departure of existing employee from the organization. Employee turnover is the entrance of new employees in to the organization and departure of existing employee from the organization. It is the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment (Abassi & Holloman, 2000).

In order to maintain smooth business cycle, organizations must replenish inputs when they are going out of stock. Since resources are not abundant in the economy, it is costly and not easy to fulfil them with less effort. It is a hard fact that employees leave their positions because of different reasons. As the result, vacant positions are created and need to be filled at the appropriate time to sustain smooth business operation at all levels of the organization.

This mobility of employees is calculated as a percentage of the organization's total staff.

Organizations perform various human resource procedures in order to acquire competent and best talented candidates for a vacant position from the labour market. Undertaking vacancy announcement, recruiting, selecting, placing, on boarding and training the new employee are some of the activities to be performed by human resource management and they are highly costly.

Heneman and Judge (2009) have expressed four types of employee turnover in two categories. As explained by Heneman and Judge, it can be seen that turnover is either voluntary being initiated by the employees, or involuntary, being initiated by the organization. Many organizations have discovered that volunteer turnover is reduced significantly when issues affecting employees are addressed immediately and professionally.

Even if adequate literature on employee turnover is available, but still there is not universally agreed framework for why employees leave (Curran, 2012). Employee turnover becomes a human resource issue in all sectors of the economy. Armstrong (2001) also examine that long-term employees generally have higher output and competence on the job than newer employees, due to their span of experience with the firm. This effect can be dependent on the strategies to reduce employee

turnover by the system and process done by both the organization and managers. The successful management of a supply chain demands quality in managing its human resources, an area particularly overlooked in resource poor environments including Ethiopia (Mengistu, 2011).

While a significant amount of studies has been carry out on employee turnover and the causes of employee turnover in developed countries, less attention has been paid to this issue in developing countries (Shahzad, Hayat, Abbas & Bashir, 2011). There are local researches done on employee turnover and showed that staff turnover is a critical issue to be considered. Turnover is a major problem in developing countries including Ethiopia (Endriyas, 2012).

Some of the local researches done on ministry offices studies employee turnover conditions that can be supported by some researches .One of the study done by (Dejen ,2017) on the assessment of determinants of employee turnover intentions: the case of Ethiopian Revenues and Customs Authority(ERCA).According to the Human Resource Management and Development Directorate of ERCA from 2005-2009E.C shows that the annual average employee turnover rate to be 14 %. And another research has done by (Tsegaw, 2016) on cause and effect of employee turnover: the case of Federal Ministry of Education. The rate of professional staff turnover trend at MOE in four years time data from 2004-2007 is found to be 9.8%. Both of the researches indicate that employee turnover is a sensitive issue in ministries.

Table 1.1 Trend of Turnover Rate ERCA

Year	Employee	Terminated	Turnover Rate
2005 E.C	8,391	933	11%
2006 E.C	9,058	1,981	22%
2007 E.C	10,963	1,734	16%
2008 E.C	10,901	1,783	16%
2009 E.C	12,361	798	6.5
Total			14%

Source: Computed from Report of ERCA HRM & Development Directorate, 2005 -2009 E.C.

Table 1.2 Trend of Turnover Rate MOE

Year	Employed	Terminated	Turnover Rate
2004 E.C	281	18	6.4%
2005 E.C	268	28	10.5%
2006 E.C	278	33	11.9%
2007 E.C	275	29	10.6%
Total	1102	108	9.8%

Source: The report of MOE human resource management on the rate of professional Staff Turnover Trend at MOE in four years time. (2004-2007 E.C).

Since, the investment cost on human development is very expensive the private sector hunts down the skilled manpower who is working in these organizations. Hence, staff turnover in ministry offices is as well one of the human resources management challenges.

1.3 BACKGROUND OF THE ORGANIZATIONS

➤ The Ministry of Revenues

The Ethiopian revenues and custom authority (ERCA) was established by the proclamation NO.587/2008 on 14 July 2008, by the merger of The Ministry of Revenues, The Ethiopian Customs Authority and The Federal Inland Revenue.

The purpose of its establishment was to establish and implement modern revenue assessment and collection system, provide efficient, equitable, and quality service within the sector, to properly

enforce tax incentives and ensure that such incentives are used for the intended purpose, promote a culture of voluntary compliance of taxpayers, to carry out valuation of goods for tax assessment, to collect and analyze information necessary for the control of import and export goods and the assessment and determination of taxes, to compiling statistical data on criminal offences relating to the sector, examine goods and means of transport entering into or departing from the country through customs ports, frontier posts and other customs stations and ensure that customs formalities are complied with, to inspect and seize documents under the possession of any person that are required for the enforcement of customs and tax laws (Proclamation No. 587/20000, 2008).

The Authority has worked under the name ERCA for the last 12 years. Due to the changes undertaken by the federal government about two years before, the Authority was re-established by a proclamation to determine the duties and responsibilities of the executive branch of the government. Based on this proclamation No.1097/2011 article 31 the power that was given to ERCA by the proclamation NO.587/2008 was given to the new Ministry of Revenue (www.mor.gov.et). Hence, the Ministry of revenue is reorganized and Customs Commission was established. The Commission directly reports to the Ministry. The Ministry has established 11 branch offices indifferent locations. Four of the branch offices namely West taxpayer, East taxpayer, large taxpayer and middle taxpayer branch offices are located in Addis Ababa City. Other seven branch offices are located in different regional states all over Ethiopia. The legal frame work for the management the human resource of both the Ministry and the Commission is The Council of Ministers special regulation No. 155/2000. Since, data collection from the branch offices scattered throughout the country within the limited time given for this research is very difficult, the research is limited to only the head office, which is located at Megnaga area.

➤ **The Ministry of Transport**

The Ministry of Transport was established by proclamation No. 1097/2018 on 29th November, 2018. This proclamation was promulgated to define the powers and Duties of the Executive Organs of the Federal Democratic Republic of Ethiopia.

This Ministry, years before, was used to undertake its responsibilities under different names and missions: Ministry of ‘Work and Communication’, Ministry of Communication ‘and ‘Ministry of Transport and Communication’. Based on the government’s reform in 2003 E.C the communication

sector was detached from the Ministry by proclamation No. 691/2003 E.C and established bearing the name ‘Ministry of transport ‘. The powers and responsibilities of the Ministry given by this law were almost similar with the powers and responsibilities stated in the recent proclamation pointed out on the first paragraph of this topic.

In general, the purpose of reestablishment of the Ministry of Transport was to:- ensure the integration, efficiency and accessibility of land, air and sea transportation service, prepare national plans pertaining to the development of transport infrastructure, ensure the establishment and implementation of regulatory frameworks to guarantee the provision of reliable and safe transport service, ensure transport infrastructure are constructed, upgraded and maintained, set standards and systems to determine the usage maintenance and administration of transport infrastructure and ensure their implementation, ensure the utilization, expansion and strengthening of advanced technologies and practices in the country’s transport sector, expand, administer and control highways that connect two or more Regional States, ensure the investigation of aircraft accidents and carried out in accordance with acceptable standards, regulate transit services related to import and export of goods and ensure that the national logistic system is efficient and competitive.

The legal frame work for the management the human resource of the Ministry is The Federal employee administration (proclamation No. 1064/2010).

The Ministry of Transport is located in Addis Ababa around National Stadium, in front of Black Lion Hospital.

1.4 STATMENT OF THE PROBLEM

Attention has to be given to employee turnover because it has significant effect on organizational performance. High employee turnover apart from its negative effect on the business operation of the organization, it has the power of washing away the moral and sense of ownership of retained employees. In fact how high rate of employee turnover is harmful for organizations is arguable. A high separation rate of non-mission critical employees does not have equal negative implication on the organization as compared to mission critical professionals (Denvir & McMahon, 1992).Many

researchers argue that high turnover rates might have negative effects on the profitability of organizations if not managed properly (Barrows,1990; Hogan, 1992;Wasmuth & Davis,1983).

High turnover rate can indicate that simply having sufficient staff to accomplish every day task is a challenge, even beyond the issue of how well the work is done when staff is available (Johnson, 2009).Some of the effects of turnover are disruption of operation, sub-standard service delivery, backlogs of functions, high overtime, uneven workloads, unable to meet contractual delivery time, low productivity, moral damage of the staff, loss of finance, high cost of running business, loss of customers, loss of corporate knowledge, lack of continuity etc.

Similarly, it is expensive in replacing new employees. The substitution cost includes for instance: look for the external labour market for possible alternative, selecting between competing alternative, training of the chosen substitute, and formal and informal training of the new employee. Therefore, employee attrition demands different costs as recruitment costs, administrative costs, and training costs. . Research estimation indicate that hiring and training, placement of worker for a ex employee costs around 50 percent of the worker's annual salary(Johnson, Griffeth & Griffin, 2000).

The Ethiopian Ministry of Revenues and Ministry of Transport, human resource managers are also facing this problem. Skilled professionals working in both organizations are seeking for better opportunity; these employees leave and join competitive organizations.

According to the human resource management and development directorate's data it shows the company suffers a lot with the issue of employee turnover for the past decades .The organization management also tries to study the issue and concluded that there is high employee turnover rate in the organization. During their study2004EC was the first year the company observes high level of staff turnover, the total number of employee's were 6,852 and number of voluntary turnover were 529 and the level of turnover range 7.72%.Consequently the rate of turnover showed increment on 2005 and 2006 with 11.2% and 21.9% respectively. After that even if the rate of employee turnover shows decrement but, it is still an issue in the year 2007-2011 too.

Table 1.3 Trend of Turnover MOR

Year in E.C	Number of employee			Number of turnover			Rate in % of turnover
	Total	Male	Female	Male	Female	Total	
2007	1,116	641	475	89	109	198	17.7%
2008	1,116	590	526	122	71	193	17.2%
2009	1039	583	456	43	28	71	6.8%
2010	985	500	485	26	19	45	4.6%
2011	931	475	456	33	18	51	5.4%
Five Years Average Data							10.34%

Source: Computed from Report of Ministry of Revenues HRM & Development Directorate, 2007 - 2011 E.C

Table 1.3 shows the employee turnover rate trend of Ministry of Revenues from the periods 2007-20011E.C. The rate of employee turnover in the year 2007 and 2008 is higher than the other periods it is 17.7% and 17.2% respectively however, after that the rate showed a decrement in the year 2009 and 2010 that is 6.8% and 4.6%. In the year 2011 the rate showed increment comparing it to the previous year's that is 5.4%. And the average turnover rate for the five-year period shows 10.34%.

According to the report of Ministry of Revenues HRM & Development Directorate 2007- 20011 E.C the employees voluntarily leaving the organizations where mainly sex: male, age: 25- 45, educational level: undergraduates and above, year of experience: More than 10 years and position of the job: professionals and Directors.

Table 1.4 Trend of Turnover MOT

Year in E.C	Number of employee			Number of turnover			Rate in % of turnover
	Total	Male	Female	Male	Female	Total	

2007	182	101	81	5	1	6	3.3%
2008	167	90	77	6	3	9	5.3%
2009	146	84	62	9	5	14	9.5%
2010	127	69	58	16	9	25	19.6%
2011	170	95	75	9	3	12	7.0%
Five Years Average Data							8.94%

Source: Computed from the human resource department report of Transport Ministry, 2007 -2011 E.C

Table 1.4 shows the employee turnover rate trend of Transport Ministry from the periods 2007-20011E.C.The rate of employee turnover in the year 2007 and 2008 is low compare to the consecutive years that is 3.3and 5.3% respectively how ever after that the rate showed a increment in the year 2009 and 2010 that is 9.5 and 19.6.In the year 2011 the rate showed decrement comparing it to the previous year that is 7.0. And the average turnover rate for the five-year period shows 8.94%.

According to the report of Ministry of Revenues HRM & Development Directorate 2007- 20011 E.C the employees voluntarily leaving the organizations where mainly sex: male, age: 20-35, educational level: undergraduates, year of experience: less than 10 years and position of the job: Professionals.

This research is a comparative research done to find the antecedents of employee turnover in case of the two ministry offices (Ministry of transport and Ministry of Revenues) by interlinking and comparing hypothesis on the basis of common theoretical framework according to different contextual perspective of the two offices.

1.5 RESEARCH QUESTIONS

The research will attempt to answer the following research questions

1. What is the antecedent of employee turnover at the Transport Ministry and Ministry of Revenues?

2. What is the employee's level of turnover intention at the Transport Ministry and Ministry of Revenues?

1.6 OBJECTIVE OF THE STUDY

1.6.1 General objectives

The main objective of the study is to know the relationship of casual factors and employee turnover intention in case of the two ministry offices.

1.6.2 Specific objectives

The specific objectives of the study would be:-

- To verify the relationship between salary and benefit paid with employee turnover intention.
- To verify employee-supervisor relationship influence on employee turnover intention.
- To find out if career growth is a reason for employee turnover intention.
- To verify work environment is a reason for employee turnover intention.
- To verify the relationship between jobs related factor and employee turnover intention.

1.7 SIGNIFICANCE OF THE STUDY

Any organization has a desire to increase their productivity in order to be profitable and competent in the market. This desire could be achieved through utilizing effectively the human resource of that organization, by continuously enhancing the knowledge, skill, ethics, commitment and competency of employees. For efficient and effective management of employees the legal frame work of an organization with regard to human resource administration is paramount. Organizing and deploying such kind of employees based on human resource administration law require an enormous amount of investment in terms of cost and time. Therefore, high skilled employee turnover will put the organization at risk in achieving its predetermined objectives and goals. Hence, employee turnover should be reduced and given due attention by the concerned management.

The first reason why this research is significant is to show that employee turnover is one of the important issues to be considered by managers of organizations who administer their human resource using different legal bases. Arising from the findings of the previous studies, it is evident that little has been done concerning causal factors and employee turnover on comparative bases in case of

ministry offices. This research is significant to compare the two ministry office by interlinking and comparing hypothesis on the basis of common theoretical framework according to different contextual perspective of the two offices and considering which employees are more prone to voluntary employee turnover.

Second, the study is significant in identifying the relationship of casual factors and employee turnover intention of organizations operating under different legal frame work. In the present time, skilled professionals are seeking better opportunity and move to other organizations as long as they are competent. On the other hand firms are obliged to develop products and services that fulfil the needs of customers. Organizations are at a competitive position locally or globally by the contribution of their skilled and productive employees. Hence, organizations are working very hard in hunting competent employees from the labour market and retain them. Therefore, the results of the research are important to provide a greater understanding to leaders and help managers look for possible ways to design appropriate retention strategy to reduce employee turnover. Besides, the research might serve as a reference for the researchers and others who are interested on this topic.

1.8 SCOPE OF THE STUDY

This study focuses on undertaking investigation on factors influencing turnover intention. In terms of the study area, the research is delimited to full time permanent employees' of Ministry of Transport and Ministry of Revenues.

1.9 LIMITATION OF THE STUDY

The study is only limited to the experience of the two mentioned ministry offices and the finding of the study cannot be generalized to employees found in other organizations and the nation in general. Permanent employees were selected as respondents but it doesn't include employees who have left the organization.

1.10 ORGANIZATION OF THE PAPER

This paper is organized in to five chapters. Chapter one presents the introduction part of the research that contains background of the study, statement of the problem, research questions, and objectives, significance of the research, limitation and organization of the study. The second chapter contains the literature review in which critical review of relevant previous scholars work in the research topic is presented. The third chapter deals with the research design and methodology that is design of the

study, the sample population and sample size, data collection tools and data analysis methods. Chapters four discuss the findings of the study with data analysis, and presentation and interpretation. Finally, the fifth chapter will include summary of findings, conclusions and recommendation.

1.11 OPERATIONAL DEFINITIONS

Turnover; refers to the number of workers who leave an organization and are replaced by new employee.

Turnover rate: is the ratio of the number of employee who left the organizations during the period considered and the average number of employees of the organization in the same period.

Employee: refers to full time workers at Transport minister and Ministry of revenues.

CHAPTER TWO

LITERATURE REVIEW

2.1 INRODUCTION

In this chapter, the literature and related views of various authors and previous research done are reviewed and the key concepts under the study in the research thesis are: intention of employee turnover, employee turnover and its causes, effects due to staff turnover and the mitigation strategies used to minimize the effect is assessed.

In pursuit of this objective the review first present the definition of human capital, human resource management, turnover intention, employee turnover and type of employee turnover .Second, the literature reviews theoretical perspective of employee turnover, cause of employee turnover, advantage of employee turnover and consequences of employee turnover .Third the review present mitigation mechanisms suggested by researchers, general and empirical studies of employee turnover and conceptual model is presented.

OVERVIEW

2.2 HUMAN CAPITAL

People possess innate abilities, behaviours and personal energy and these elements make up the human capital they bring to their work (Davenport, 1998) .The human elements of the organization are those that are competent of training, altering, innovating and providing the inventive drive which if properly motivated can ensure the long-run continued existence of the organization (Bontis,Dragone,Jacobsen & Ross,1999)

According to Bontis et al. (1999), defines the human capital as the human factor in the organization; the combined intelligence, skills and expertise that gives the organization its distinctive character. Human capital consists of: natural ability, innate and acquired skills, knowledge, experience, talent, inventiveness. Human capital is always requiring financial support that leads the organization to be productive in the future. A type of amplifying the importance of human capital is costly for instance to health, safety, science, research and education (Kucharčíková, 2009).

Human capital is a unique asset that determines the success of the organization in the market. In contrast, the rareness of human capital considered from the truth that people cannot be detached from their knowledge, skills, health or values in the way they can be detached from their monetary and physical positive feature (Becker, 2008).

Therefore, human capital is irreplaceable and intangible asset for the organization and has huge role in providing competitive advantages, at the same time it needs finical investment to ensure the stability and growth of the organization. For this reason, human recourses must be properly managed in order to ensure the organization obtains and retains the skilled, committed and well-motivated workforce.

2.3 HUMANRESOURCE MANAGEMENT

Employees are very vital to the organization as, their value to the organization is essentially intangible and not easily replicated (Meaghan & Nick ,2002). As a result, managers must consider that employees as major provider to the efficient attainment of the organization's achievement (Abbasi & Hollman, 2000).

Human resource management is the management of work and people towards desired ends (Boxall,Purcell &Wright , 2007). It incorporates the understanding of management, psychology, communication, economics and sociology. Also human resource management is a repetitive process that integrates and depends on team spirit and team work.

Human resource management can be regarded as a set of interrelated policies with an ideological and philosophical underpinning (Storey, 1989) .Storey also gives a distinction between the two versions of human resource managements (hard and soft version).The hard version of human resource management emphasizes that people are important resources through which organizations achieve competitive advantage. These resources has to be acquired, developed and deployed in ways that will benefit the organization (Storey, 1989).

The soft version emphasizes communication, motivation and leadership of the human resource as described by Storey (1989), it involves 'treating employees as valued assets, a source of competitive advantage through their obligation, flexibility and high worth (of skills, performance and so on)'.

Also, models where developed to explain and define the human resource management, the matching model was one of the models made by Michigan School (Fombrun , Tichy & Devanna, 1984).It is believed to be the first clearly expressed statement of the human resource management concept.

The 'matching model' empathizes on the concept, indistinguishable management between human resource system and organizational structure. Then, selection, appraisal, reward and development presented as generic functions that are performed in all organizations (Fombrun et al., 1984).

The quality of top managers, strategies and goals are also factors that influence the human resource management system. Hofer and Schendel (1986) state, a vital feature of top management's work today engage corresponding organizational competences (internal resources and skills) with the chance and threat created by environmental change in ways that will be both effective and efficient

over the time such resources will be arrange. Therefore, top managers are responsible to maximize competitive advantage by considering and working on matching firm's capabilities and resources to the opportunities available in the external environment.

According to Dutker (1955), the important of strategic decisions as all decisions on business objectives and on the means to reach them. The theory of strategy is based on a number of connected ideas: competitive advantage, resource-based strategy, distinctive capabilities, strategic intent, strategic capability, strategic management, strategic goals and strategic plans.

Dyer and Holder (1988) inspect managing human resource goals under the scope of role (what kind of employee behavior is expected?), combination (what headcount, staffing ratio and skill mix?), ability (what general level of ability is desired?) and dedication (what level of employee attachment and identification?). Dyer and Holder also emphasizes that human resource management goals vary according to competitive choices, technologies or service tangibles, characteristics of their employees, the state of the labour market and the societal regulations and national culture.

Therefore, the purpose of human resource management is to ensure that the organization is able to achieve its goal and attain the intended success through its committed and skilled employees. Human resource management systems can be the source of organizational capabilities that allow firms to learn and capitalize on new opportunities (Ulroch & lake, 1990).

Generally, human resource management works to increase the productivity of an organization by optimizing the effectiveness of its employee.

2.4 TURNVOER INTENTION

Turnover intention of employees refers the likelihood of an employee to leave the current job he/she is doing (Ngamkroeckjoti , Ounprechavanit & Kijboonchoo ,2012). Every organization regardless of its location, size or nature of business has always given a key concern about Employees' turnover intention (Long, Thean & Jusoh 2012).

According to Castro and Shepherd (2007), turnover intention is the major determinants of turnover behaviour (quitting behaviour). It is one of the biggest causes and an immediate symbol of employee's turnover (Griffethe,Hom&Greatner, 2000; Porter & Steers, 1973).Even if the reasons for quitting the job can be numerous it has a relation with other factors. The topic behind intentional

turnover is usually expressed with a connected with employee's economic, social and psychological procedure (Udechukwu & B, 2007).

According to Cotton and Tuttle (1986), turnover is referred as an individual's estimated probability that they will stay with an employing organization. Turnover intention as stated by Tett and Meyer (1993) is a cognitive desire to seek for other option in other organization.

Schyns and Gossling (2007) showed that turnover intention is an employee's plan to willingly alter jobs or organizations. Schyns and Gossling (2007) showed that turnover intention is an employee's plan to willingly alter jobs or organizations

Many researchers linked turnover intention to lateness, absenteeism, work withdrawal, reduced performance and poor organizational citizenship behaviours low commitment and poor work engagement (Johns, 1997; Meyer, 1997; Gri ffeth et al., 2000; Oluwafemi , 2009; 2010; Samad, 2012) .

As a result, many researchers try to understand the main determinants of turnover intention and develop some managerial suggestion to deal with the problem of high turnover rate (Tuzun, 2007). Researchers have shown that turnover intention has direct relationship with actual employee turnover.

2.5 EMPLOYEE TURNOVER

Employee turnover is characterize to a condition in which employees leave the organization for a number of cause, and thus, harmfully affect the organization in terms of overall costs and the abilities to distribute the least required facility (Yankeelov ,Sullivan & Antle, 2008). According to Adams and Beehr (1998), turnover involves leaving any job of any duration. It is a process of replacing the position with new employee whenever ex employee departs. It's also often utilized in efforts to measuring relations of employees in an organization as they leave, regardless of reason (Gustafson, 2002).

Similarly, employee turnover can be seen as a process related with recruiting and hiring new employee whenever needed. Each time position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained. This replacement cycle is understand as turnover (Woods, 1995)

In an organizational context, according to NSDC (2010), turnover can be defined as the termination of an employee's intra organizational career trajectory, which is composed of a sequence of job changes from job entry to exit.

The turnover rate is the rate at which an organization loses or gains their employees. According to Griffeth, Hand, Mobley and Meglino (1979), explained the turnover rate as the rate to replace resigned employees with hiring new recruitments. Even if, there is no benchmark to recognize the employees turnover entire process, a wide range of factors have been found useful in interpreting employee turnover (Kevin, Joan & Adrian, 2004).

When employees plan to leave the job or the organization plane to remove an employee described as turnover intention. Turnover intentions defined as an individual's own expected chance that they are quitting the organization permanently at some spot in the near future and look forward to find the other one (Vandenberg & Nelson, 1999).

Employee turnover can be measured mathematically and the crude wastage rate is used for measuring turnover by the organizations. This calculates the number of departing employees in a given period as a percentage of the average number of employees during the same period. Most organizations simply track their crude turnover rates on a month by month or year by year basis (S. Aberra, 2007)

Turnover Rate = (Total number of leavers over period / Average number of staff employed over period)*100%

Even if, there is no typical cause why people leave their organization, empirical studies according to Stovel and Bontis (2002), have shown that employees, on average switch employers every six years. This situation demands that managers should identify the reason/s for this frequent change of employment by employees. The private sector managers also disclose that one of the most hard feature of their jobs is the preservation of important employees in their organizations (Litheko, 2008). Most of the time when these workforce moves, they migrate to competing organizations with the skill and trade secrets acquired from their former employers thereby creating a good more critical situation for the latter (Abassi & Hollman, 2000).

When an employee leaves the organization, this may have a variety of effects on organization, employee, society and it is also costly. Turnover force the organization to experience both direct and

indirect costs. The direct cost take account: as recruitment, administrative costs, covering cost in such a period there is an opportunity of job, new employee training cost etc (Ibrahim, Usman, & Bagudu, 2013). Other costs of the organization are considered indirect costs. Organizations lost productivity, social capital and suffer customer defection when a productive employee quits (Bliss, 2007; Sutherland, 2004).

According to Ramlall (2003), the cost of employee turnover is as 150% of an individual's employee's annual salary. It is clear that this value will never be the same when high profile employees leave. It is an enormous loss when the organization loses the skill, knowledge and contact of its customers by the departing employee.

When ,employee who performs terribly quit but quality performer employee stay(functional turnover) happen it can help decrease suboptimal organizational performance (Stovel & Bontis, 2002). High turnover can be detrimental to the organization's productivity. Similarly, Abassi and Hollman (2000) argue that dysfunctional turnover (that is, excellent performers quit, worst performers continue working) spoil the organization through weakening innovation, delayed services, improper implementation of new programs and degenerated productivity.

Such activities can radically affect the power of organizations to prosper in today's competitive economy, leaving even the foremost ambitious organizations unable to succeed thanks to their inability to retain the right employees (Stovel & Bontis, 2002).

2.6 TYPE OF TURNOVER

Turnover can be classified as internal or external. Internal turnover involves employees leaving their current position, and taking a new position within the same organization. Others classify turnover as functional and dysfunctional turnovers. Functional turnover, the resignation of inadequate performers and dysfunctional turnovers refers to the departure of productive performers.

Heneman and Judge (2009) have explained four kind of employee turnover in two groups. It can be understood as turnover is either voluntary being triggered by the employee, or involuntary, being triggered by the organization. These are:

2.6.1 Involuntary Turnover

Involuntary turnover is divided into discharge and downsizing types.

- **Discharge Turnover:** Discharge turnover is targeted at the individual employee, due to regulation and/or job performance problems.
- **Downsizing Turnover:** It occurs as part of an organizational restructuring or cost-reduction program to improve organizational efficiency and increase shareholder value.

2.6.2 Voluntary Turnover

Voluntary turnover, split into avoidable and unavoidable turnover.

- **Avoidable Turnover:** Is that which possibly could have been avoided by certain organizational actions, such as pay raise or new job assignment.
- **Unavoidable Turnover:** A turnover that happens in unavoidable situation is called as unavoidable turnover. For instance, employee's death or spouse's relocation.

When employees face temporal situation such as: given birth to a baby, etc. There is still a chance for the employees to be able to work again in their organization. These factors currently are not considered as involuntary turnover. These days, such factors stop being considered as involuntary turnover as both government guideline and company policies provide the chance for such employee to continue working on a more flexible basis (Simon & Kristian, 2007).

2.7 THEORETICAL PERSPECTIVE OF TURNOVER

2.7.1 WHY DO PEOPLE LEAVE THEIR ORGANIZATION?

March and Simon (1958) anticipate a psychological description of turnover that is based on individuals' utility functions. As explained by March and Simon, when outcomes (such as pay or promotion opportunities) are too low relative to the employee's expectations, an employee becomes dissatisfied and motivated to depart from the organization, increasing his or her interest of quitting. Then, turnover becomes the integration of the desirability of the individuals to leave plus number of perceived job alternatives.

According to Griffeth, Hom, and Gaertner (2000), reported that across the many intellectually rigorous models focusing on job satisfaction and perceived alternatives, the ability to predict voluntary turnover remained remarkably weak, with variance explained hovering around 5%. Lee and

Mitchell (1994) used image theory from psychology to develop their unfolding model of voluntary turnover to find solution to the unpleasant finding of Griffeth et al. (2000) report.

Unfolding model emphasizes on psychological steps and procedures employees' follow before leaving their organization. It shifted the assumption that turnover is always an evaluative and rational process to a broader model of how decisions are actually made.

2.7.2 IMAGE THEORY AND THE UNFOLDING MODEL

Image theory explains that decisions of an employee to leave are based on decisions on subjective expected utility. Image theory suggests that some types of incoming information prompt a comparison of that information to three job-related images, as an automatic, though conscious and process ("The psychology of voluntary employee turnover,"2007).It is clarified that the individual will go through these actions to quit the organization.

The psychology of voluntary employee turnover (2007) declares the steps as: "Primary the person will evaluate the information with his or her value image (the person's set of important standards considering his or her profession).Next, the individual will compare the incoming information with the trajectory image (the person's set of goals that motivate job behaviour). Last, the individual will compare the information with the strategic image (the behavioural tactics and strategies that the person believes are effective in attaining job-related goals).After comparing with these alternatives the person then compares the alternative with the status quo" (p.51).

By focusing more on the decisional aspect of employee turnover "Unfolding model" of voluntary turnover represents a divergence from traditional thinking (Hom & Griffeth,1995).

Beach (1998) states that individuals rarely have the rational assets to orderly evaluate all incoming information, so individuals instead of simply and quickly evaluate incoming information to more heuristic-type decision making alternatives.

In unfolding model incoming information given value as image then that considered as shock. This shock classified as internal or external and again negative, positive or neutral to the individual.

The psychology of voluntary employee turnover (2007) introduces four paths these are: "When the shock triggers a pre existing script it is considered as the first path, this depends on the

individual personal life set goals and desire. The person then engages the pre existing script and leaves without considering the decision is immediate because there is an existing script that dictates the decision. The second path also contains a shock that activate quitting without the analyzing professional alternatives. The difference is that, in this second case, there is no former deed script. Instead, incoming information is interpreted as violating a person's value, goal, or strategic images, and leaving occurs without further deliberation. This process is fairly automatic; the question of leaving is decided once the individual decides that one or more image violations have occurred. The third path in the unfolding model contains a shock that activates an assessment via the three images (values, trajectory, strategic) of the current job; if the information contained in the shock is not compatible with the images, the individual then considers leaving. This path can lead to a deliberate search for job alternatives and certainly involves an evaluation of at least one alternative. Paths 4a and 4b do not contain shocks. Path 4a describes a situation in which a person's job satisfaction becomes so low that he or she leaves without considering job alternatives. Path 4b is the more traditional view of turnover in which low satisfaction leads to a deliberate search, evaluation of alternatives, an intention to leave, and subsequent turnover" (p.52).

A number of recent turnover researches have offered assists for the unfolding model. According to Mitchell, Lee, Wise & Fireman (1996), used multiple case studies of a sample of nurses who had voluntarily quit their jobs to test the unfolding model and found that of those samples, 14% reported following the first decision path, 14% followed the second, 32% followed the third, 18% followed 4a, and 23% followed 4b (percentages are rounded).

Similarly, Lee, Mitchell, Holtom & Mcdaniel (1999) conducted a replication and extension using a sample of accountants from the Big 6 accounting firms and reported substantial support for a slightly adapted model, with 93% of the subjects suited obviously into one of the four paths.

These findings provided mechanism by which causal factors influence the dependent variable turnover intention.

2.7.3 WHY PEOPLE STAY

Research by Rusbult, Farrell, and colleagues (1983), showed that turnover choices are pressured by people's evaluating between the investments made in their job or company, the incentives offered, the

quality of opportunity, and the costs related with working for a particular organization and these evaluation changes through time.

Mitchell, Holtom, Lee, Sablinski & Erez (2001) proposed a construct called job 'embeddedness' to explain why employees remain in an organization. Also, Mitchell et al. described job 'embeddedness' as a strong power that makes people not to leave their organization and explaining three dimensions this are links, fit, and sacrifice respectively.

The extent to which people are linked with others or to activities, the extent to which their jobs and communities fit with other aspects of their lives, and the ease with which their respective links can be broken that is, what they would sacrifice if they left (Mitchell et al., 2001).

2.8 CAUSES OF EMPLOYEE'S TURNOVER INTENTION

It is very important to be aware of and know the variation between those employees who leave the job because they are not happy with their job and those employees who leave their job for other cause, (Ibrahim, Usman, & Bagudu, 2013). Some of the important casual factors that contribute to employee turnover are:

2.8.1 ORGANIZATIONAL AND MANAGERAL CAUSES

➤ Organizational Instability

The state of one company to be steadily grow in finance, human resources, production, in terms of employee supervision and development is considered as organizational stability. It has been difficult for firms to reach organizational stability and maintain the right balance between change and stability due to several factors including inflation, advances in technology and rapidly changing market conditions. This instability leads to destructive leadership, managerial fraud to increases and the possibility of unethical behaviour to flourish in the organization.

Even if, managers are trying to work on making stable and settled team for their organization it is evidence that countless hires and resignations of employee is making their work challenging and inconsistency.

In organizations where there was a high level of inefficiency there was also a high level of staff turnover (Alexander ,Bloom & Nichols,1994). Real experience giving signs that employees are more possible to stay when there is a expected work environment and conversely (Zuber, 2001).

In situations where organizations are not stable employees tend to look for a stable organization that is structured in its procedures and processes, knows what direction it is headed and adheres to a prescribed vision, mission and strategic plan. Because ,with stable organizations they would be able to have job security ,prediction on their role's and responsibility, consistency and standardization in their work and formalization of policies and procedures and be able to predict their career advancement so that continuous career growth will minimize employee from switching to other organization.

➤ **Organizational culture**

According to Armstrong (2009), Organizational culture is the pattern of values, norms, beliefs and assumptions that may not have been articulated but shape the way in which people behave and things get done. Organizational culture functions like glue holding employees and organization system together and stimulating employees' performance and commitment (Schein, 2010).Similarly, Njugi and Agusioma (2014) states that, the key to good performance is strong culture.

Wang, Guidice &Tansky (2010) states innovation oriented culture as one in which a steady consistent and comprehensive presence of standards and norms help the fresh thinking and fast execution, which is reinforced by incentive, socialization and local sharing of information.

Chandler, Keller &Lyon (2000) revealed an innovation oriented culture is one where employees perceive that workloads are not excessive and that the support of management and reward system is consistent with a commitment to innovation.

When there is a cultural change in the organization due to different reasons, the top management of the organization must model the new culture and changes should occur to the management practices

too. A strong culture that is well aligned to the business strategic and is adaptive to an environmental change can enhance organizational stability, engages committed employees, build a sense of shared ownership and team work.

Chow, Harrison & Mckinner (2001) explain stability as part of organization culture and had a strong impact on effective commitment and information sharing. According to Nyang (2015), having an open door policy, where employees were encouraged to communicate freely with other members and were management is approachable by employees will definitely reduce employee turnover.

Therefore, if an organization is having instability and not able to fulfil the important functions considered in the organization culture it may significantly reduce the efficiency of an organization and increase staff turnover.

➤ **Management**

Research shows that supervisors and managers have significant influence on employee turnover. The length of time employee stay in an organization is largely determined employees and their manager's relation (Dailey& Kirk, 1992).

According to Cappelli (1992), the relationship between managers and employees influences employees' decision to staying in a job. During their stay in the organization employees are believed to value certain qualities of their manager. Employees desire managers who know and understand them and who treat them justly (Cappelli, 1992). As Miller and Wheeler (1992) explain, if managers shows interest in the well-being of employee and is supportive and sensitive toward employees emotionally, employee job satisfaction increases.

Poor hiring practices, managerial style, lack of recognition, lack of competitive compensation system in the organization and toxic workplace environmental issues mainly related with the quality of the manager. Employees are rather unlikely to be in a situation to tolerate few managers or supervisors and, hence, they come to a decision leaving their positions (Makhubu, 2006).

Failure to effectively recruit and orient employees may impose significant separation and replacement costs down (Lochhead & Stephens, 2004). According to Smith (2001), attributes 60% of undesirable turnover to bad hiring decisions on the part of the employer.

A number of studies have linked employee turnover with recruitment sources (Griffeth, Hom, Fink & Cohen, 1997 ; Lee, 2006; Raub & Streit 2006). Stovel and Bontis (2002) suppose employee turnover in desolation while giving less consideration to the issues of retention. Therefore, ineffective managers can affect an employee's perception of the company's overall vision and values, potentially causing dissatisfaction and leading to high turnover to staff.

➤ **Ineffective Communication**

Employees and supervisors are able to work together through effective communication that helps improve the performance and service of the organization it also, increase the commitment of the employee .It is showed by different scholars the important of communication and its contribution to employee turnover.

According to Jablin (1987), communication between new employees and their supervisors is important in determining the employees' assimilation in an organization. That is employees should fully understand about issues that affect their working atmosphere (Magner ,Welker &Johnson,1996). Where there is ineffective communication employees will feel that they are excluded.

The report given by Ballard and Seibold (2006) includes, employee who was satisfied with internal communication in an organization tended to report their work was easier to be implemented. These shows it creates smooth environment for the employees to perform their job effectively when they develop satisfying relation with the supervisors and organizational members.

Good communication made with customers also considered as important factor to develop friendly service. Friendly staff was one of the variables considered by customers when they chose to have meals in university dining services (Shoemaker, 1998)

Organization with well-built communication structure experience lesser employee turnover (Labov, 1997). According to Charles (1981), communication is one of the factors of employees' turnover. Charles also described an on-site study of a large Midwestern trucking firm. The research was studied by University of Iowa researchers. The study concluded that poor communication between management and blue-collar workers contributes to a high job turnover rate (Charles, 1981).

Since, employees have a strong need to be informed, lack of effective communication causes many employees to look elsewhere for the information they need, cause disengagement, frustration, and stress among the staffers and this total effect makes triggers their intention to leave. Practicing strong communication system between employees and employer could ultimately lower turnover of staff (Griffeth & Hom, 2001).

➤ **Work place environment**

The relationship between healthy worker and working place environment is crucial. Since, environment is a surrounding which can help people in full filling their survival and existence needs, task performed in workplace can be directly affected by the physical environment where the task is performed. If this surrounding is wrongly manipulated it may lead to unsafe and discomfort situation that reduce the performance expected by the workers.

If working environment is low-grade due to lack of all the basic facilities such as proper lighting, working in a space with some natural light, ventilation, air conditioning system, open space, restroom, lavatory, furniture, safety equipment while discharging hazardous duties, drinking water and refreshment, workers will not be capable of facing up the difficulty for a long time (Singh, 2008).

When employees physically and emotionally lack the desire to work not only their performance and productivity reduced they also are unwilling to continue working with the discomfort. Workplace environment has to be developed to make the daily work place conductive.

➤ **Fringe benefit**

Benefits planning are a critical component of human resource planning processes on account of enormous costs and financial commitment made for the future (Alexander, Bloom & Nuchols, 1994). A fringe benefit is a meandering incentive contracted to an employee or a group of employees as a part of executive membership, which has an effect on performance and employee retention (Alexander et al., 1994). Common fringe benefits include health insurance, life insurance, tuition assistance, childcare reimbursement, cafeteria subsidies, below-market loans, employee discounts, employee stock option, and personal use of a company-owned vehicle.

Fringe benefits have traditionally been designed to attract and retain employees and to motivate them to increase their effort and outputs toward the achievement of organizational goals

(Quarles,1994). In fact, numerous organizations provide fringe benefits, incentives and recognize employee's performance, directing a device of motivation (Lee & Mitchell, 1994). Also Lee and Mitchell explain a fringe benefit as critical in attracting retaining and motivating the employees to continue contributing towards organization's success.

It is very critical at the managerial level in attracting, retaining and motivating employees. It is also a significant and positive determinant of job satisfaction. It can be explain that benefit scheduling is a significant part of human resource planning process on account of huge expenditures and monetary resources approved for the future (Weiss & Cropanzano, 1996). Therefore, if fringe benefit properly planed and implemented it is helpful to not only reward employees to what they are worth of but also to motivate, increase job satisfaction and reduce the intention to leave.

➤ **Personal and Professional Advancement**

Career development considered as one of the human resource practices that help employees to be able to meet their needs with the available development programs within their organization. Career development is about providing opportunities for employees to grow personally and professionally (Horwitz , Heng & Quazi, 2003). When employees observe limited opportunities for professional or personal advancement in their current jobs, they prefer to join other companies which may provide good career growth and good pay packages.

According to De Vos and Meganck(2009) ,career development opportunities among other unpopular factors such as job content and work-life balance have a higher impact on employees' retention than compensation, performance appraisal and communication. Lack of career development opportunities within an organization leads to high employee turnover (Presbitero,Roxas & Chadee, 2016).

On the contrary, organizations that apply career development programs have more potential to have a high level of dedication and preserve their employees. According to Hausknecht ,Rodda,Howard (2009), confirms that among all factors studied to assess their relationship to employees' retention (job satisfaction, career development opportunities, organizational commitment and organizational reputation), career development is the most connected to employees' preservation judgment.

➤ **Recognition**

The organizations and managers should use recognition to drive the bottom line and foster a meaningful relationship with their teams. Recognizing workers is important for different reasons: make them feel good and validate hard work, to drive positive behaviours and to secure future results. An employee also wants to be acknowledged for successes affecting the company and is more inclined to drive results when their work is celebrated. Recognition increases productivity and creates culture of engaged employee positively affecting your company's bottom line.

Employee knowledge, skills and competencies are very important for organizations. The employee ability needs to be increased and recognized as one of the discrete source of competitive advantage (Bhatt, 2015). Bhatt also includes, managers need to be able to plan and retain highly skilled employees and always remind them how valuable they are to the organization.

Organizations need to give compensation and recognize employees in order to create a balance between employee's goals and organization goal and keep the employees morale high (Selden & Sowa, 2015). It develops job satisfaction and improves relationships and self-esteem among employees, supervisors and managers (Fisher, 2015). In this way the organization will avoid dissatisfaction and prevent employees from leaving the organization (Noe ,Hollenback, Gerhart & Wright, 2006).

➤ **Training**

A familiar and often used theory to clarify the effects of training on turnover intentions is the human capital investment theory of (Becker, 1962). It demonstrates that firms spend in training programs to influence the workers' production. Becker also distinguishes training as general and specific. However, Loewenstein and Spletzer (1999) include the difficulties to distinguish training as 'general and specific'.

The association between training and development has been developed in the literature but opposing outcomes explained in literature defining the part of training and its impacts on employee generate complicated relationship (Pearce, 2009).

Attaining the training program properly increases workers productivity on their job. These programs are restricted based on the related costs such as material costs, teaching costs and the costs for time and effort (Becker, 1962). The advantages of training program improve employees' capacities, knowledge and their job performance.

Scholars explain the relation of training categories and employee turnover with different perspective. The risk of general training is that it increases employee's intention to leave the organization because the workers get more employability opportunity in other firm. When this leads to actual turnover, general training brings in no returns. On the other hand, specific training is mostly successful on the output of the existing firm. Specific training doesn't raise the employability in other firms (Becker, 1962).

Some of the scholars explain and relates the major reasons for turnover of the staff with different causes. Employee turnover in the organizations are due to: hiring practices; managerial style; lack of recognition; lack of competitive compensation system; toxic workplace environments (Abassi & Hollman, 2000; Hewitts, 2006; Sherman ,Alper& Wolfson ,2006) .Others include lack of interesting work; lack of job security; lack of promotion and inadequate training and development opportunities, amongst others.

Empirical evidence already shows that there is a direct relationship between training and turnover intentions. Benson (2006) found a negative relation between on-the-job training and turnover intentions and he found that training has a significant and positive influence on organizational commitment and that organization. Mincers (1988) creates a encouraging and important association between training and staying in the firm.

Lack of training programs may cause employees to be delayed in performance level and comprehend that their skills are lost (Ibrahim, Usman, & Bagudu, 2013). As Chiang, Back, and D (2005), training of employees is associated with employee decisions to remain in the organization.

2.8.2 JOB RELATED AND PERSONAL CAUSES OF TURNOVER INTENTION

According to Zuber (2001), turnover might be issue more in organizations where jobs are not organized uniformly and procedures do not exist for transmitting awareness, skill and talents to recent members.

➤ **Person -Job Fit**

Job fit is one of the major issues that should be consider when dealing with employee turnover .There should be proper job fit between what the employee wants and the organization is looking for the vacant position .According to Campion (1991), Selection process is related to the fit between the candidate and the job .Similarly, according to Sekiguchi & Hiber ([2011](#)), person-job fit could be used as an effective tool for hiring and selection of employees.

Almost half of the employees who voluntarily quit their jobs within a year cited a wrong fit as the reason to leave (O'Reilly,Chatman &Caldwell ,1991). O'Reilly,Chatman and Caldwell also reveal that levels of job satisfaction will increase if there is a good fit between the applicant's personality and the job. It is easy to realize when the satisfaction level of employees decrease there is more chance of departure of staffs. A happy worker is a productive worker (Thompson, Strickland & Gamble, 2006).

In management literature and empirical investigations have shown that individual workers who possess a great degree of job fit have higher degrees of job satisfaction, organizational commitment, organizational identification, noticeable organizational support, improved work performance, reduced turnover intentions and actual turnover (Bhat, [2014](#); Brkich, Jeffs, & Carless, [2002](#); Kristof, [1996](#)).

The other issue that can be mentioned with job fit is role ambiguity. That is 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 believe weakly concerned and less pleased with their jobs and careers, less committed to their organizations, and eventually display a propensity to leave the organization (Tor ,Guinmaraes& Owen, 1997).Role ambiguity has effect on turnover when workers may be unclear regarding to the goals, expectations, or responsibilities associated with the performance of their position. It can be a outcome of get the wrong idea of what is expected, how to meet the expectations, or the employee thinking the job should be different (Muchinsky , 1990).

Chang, Chi and Chuang ([2010](#)) observed a negative relationship between person-job fit and turnover intention and their results suggest that a worker whose knowledge, expertise and capabilities match the demands of the job is more probable to locate alternatives elsewhere which may surge their

perceived job mobility and hence increase intention to exit. Similarly, Ilyas (2013) adopted variables such as person-job fit, organizational commitment, job satisfaction and intention to exit in examining organizational behaviour and conjectured that person-job fit will be positively linked to job satisfaction and negatively linked with turnover intention.

According to O'Reilly, Chatman and Caldwell (1991), candidates who accept a position in an organization and who cannot marry their value system with that of the organization usually do not stay long or they are not productive. This implies that, when an employee's knowledge, skills and abilities fit the requirements of the work, or when his or her beliefs and values are similar to that of the organization, their commitment upsurges and they are less likely to resign from the position.

➤ **Pay satisfaction**

One of the main factor considered as cause of employee turnover is lower payment. Pay is something given in exchange for services rendered in an organization (Shaw, Delery, Jenkins & Gupta, 1998). When employees' receive lower salary and insufficient financial rewards, they tend to stay no longer with the organization (Lavob, 1997).

The issue of pay could be related with different factors. Some socio-economic factors such as economic development level, condition of labour market, employment structure, job opportunities, property enterprise, transport and communication, accommodation, education and medical facilities, living cost, quality of life and so on all have an influence on the intention of employee turnover (Huang, 2006).

Employees are satisfied to keep working in their organization for so money reasons. Employees be pleased about a workplace in which communication is clear, management is available, executives are approachable and respected, and direction is clear and understood (Huselid, 1995). In the meanwhile, employees are likely to choose to quit the current job for getting the chance of high-paid job in pursuit of a better quality of life (Zhao, Jing & Borner, 2003).

The relationship between pay and job satisfaction seems to be dynamic in many existing literature, however, as scholars pointed out the findings have been inconsistent. In the earlier studies, satisfaction level is positively correlated with pay (Solly ,1983; Solly & Hohenshil ,1986;

South,1990). According to Later & Herzberg (1966), pay is a factor up to a certain point in an employee's career.

Other studies found no relationship between pays and job satisfaction. The report given by Patchen (1961) explains that refinery workers who choose to compare themselves to others thought to be making more money than them were more dissatisfied with their pay than the workers who compared themselves to others making the same or less money. According to Andrew and Henry (1963), people who expect higher monetary rewards in future were less satisfied with their present pay. Similarly, according to Lawler and Porter (1967), found that satisfaction with pay seems to be more a function of where an individual currently slots himself on pay, compared with where he believe he should be, than, or his unlimited pay level.

Other scholars consider poor pay as prim cause of jobs dissatisfaction followed by employee turnover. A better demonstrator of this is that recent employee may guess why the person next to him gets a high income for what is supposed to be the same job (Dobbs, 2001). Good pay can be one of the standard that influence job satisfaction which leads to increase performance and upgrade productivity .

Again, according to George (1992), Pay is important, but what is also important is the perception of individual about the pay. Griffeth ,Hom& Geatner (2000) noted that pay and pay-related variables have a modest effect on turnover. Their reasoning also involves studies that inspect the relationship between pay, a person's performance and turnover. They concluded as when high performers are insufficiently paid, they quit (Griffeth et al., 2000). This shows employees are prone to stay on jobs with high financial incentives.

➤ **Job Dissatisfaction**

Employee job satisfaction is a indication of how well an employee's hope of a job are related with the reality of their work (Lund, 2003). Employees measure job satisfaction based on internal job elements, such as feelings of reason at work, and external job elements, such as reward and payment. The aggregate level of fulfilled job expectation shows the level of employee's job satisfaction. Employees expect their job to provide a mix of these elements, for which each employee has distinct preferential values (Egan, Yang & Bartleft, 2004).

Employees are expected in assessing elements of job satisfaction, more specifically when the workplace culture is harmonious and supportive (intrinsic elements). The element of culture, such as respectful treatment at work, are viewed by some researchers as former experience to job satisfaction (Johnson & McIntyre, 1998; Knudsen, Johnson & Roman, 2003; Lund, 2003). According to Thwala, Ajagbe, Long, Bilau & Enegbuma (2012), research studies have identified certain factors that influence job satisfaction, such as compensation, recognition, relationships with other organizational members (especially peers and direct supervisors), opportunities for training and challenge.

The content of the work itself is a major source of satisfaction and research related to the job characteristics approach to the job design, shows that feedback from the job itself and autonomy are two of the major job-related motivational factors (Borstorff & Marker, 2007).

Job satisfaction was related to resignations (Abbasi & Hollman, 2000; Griffeth, Hom & Geatner, 2000; Zuber, 2001). When an organization cannot fulfil the highest capacity of personal job demand, employees may have a feeling of job dissatisfaction that result in turnover intention. Thus, employees who are dissatisfied tends to leave their current employer more easily. Turnover studies mainly have established that satisfaction with the administration promotes job retention without necessarily identifying definite behaviours by manager that dedicate employees to the company (Shahzad, Bashir & Ramay, 2008).

The relation between job satisfaction and employee turnover is inversely proportional to each other and this relationship is high when unemployment rate is low in the society and similarly low when unemployment rate is high. Even though people are not satisfied with their jobs, they will be less likely to quit if there are few alternatives (Vandenberg, Richardson & Eastman, 1999).

➤ **Job performance**

Work performance has an impact on employee turnover. The relationship between work performance and turnover intention will be affected by a variety of regulatory variables. According to Zimmerman and Darnold (2009), work performance and turnover intention are negatively correlated. “The example given by Allen and Griffeth (1999) in the regulation of the reward, high-performance employees gets more reward, and have lower turnover”. It is also believed that high-performance employees are less likely to leave the organization when their expectations are satisfied. Low

performance may lead to a low attitude towards the work value, increasing anxiety and frustration; low-performance employees are more likely to leave the organization (Steers & Mowda, 1981).

In the contrary, the relationship of performance and turnover are considered positive when some of the factors are involved. Performance directly affects the motivation of employees to search other jobs, and high-performance employees leave the job more easily than low-performance employee's do (Jackofsky, 1986). Under the action of the competition, employees with a high performance will have more choices of employment opportunities and move more easily (Jackofsky, 1984).

Job satisfaction and performance is believed to be significantly correlated, but there are differences on the causal relationship between them. While some scholars suggest that 'job satisfaction causes job performance' (Shore & Martin, 1989), others think that 'job performance causes job satisfaction' (Olson & Zanna, 1993). Others suggest that, 'the causal relationship between job satisfaction and job performance is two-way' (Cavende, 1984). According to Wanous (1974), for the external degree of job satisfaction, job satisfaction causes job performance; while for the internal degree of job satisfaction, job performance causes job satisfaction.

Similarly, researchers identify a causal relationship between job performance and turnover intention through studying the impact of perceived organizational support on organizational commitment, role performance and turnover intention. First, employees' involvement in their job is less important when the turnover rate is high, thus affecting their performance (Hulin, Roznowski, & Hachiya, 1999). Second, job performance has an impact on job satisfaction, and job satisfaction influences organizational commitment, which then imposes an impact on turnover intention (Jones, 2007).

➤ **Work load**

Work load has been defined as the amount of work to be done by someone or something (Dictionary, 1989). It is also, the amount of work being performed with in a specific period. Organizations may have either too much work causing the employee to have work overload or very little work which does not utilize the employees capabilities fully.

Also ,scholars believed that ,the experience of job related stress (jobs tress), the range factors that lead to job related stress (stressors), lack of commitment in the organization; and job dissatisfaction make employees to quit (Firth , Shanks & Outram,2004).

According to Bliese and Castro (2000), work overload is an interaction between actual work demands and psychological strain that comes from the meeting that demands. When the capacity of an employee is not sufficient to perform the actual demand psychological strain develops that lead to employee to leave their organization.

➤ **Employee's organization commitment**

Organizational commitment is the level to which employees express themselves with their organizations. It is a readiness to place substantial endeavour for the organization (Mowday, Steers & Porter, 1979). It also shows the individual's psychological attachment, feeling of responsibility and the desire to stay in that organization. Commitment to organization is related with the essential work-relevant elements: absenteeism, performance and employee turnover (Mowday et al., 1979).

According to Ayondele , R.Adenguga and F.Adenguga(2013), Meyer and Allen (1997), defined affective, continuance and normative commitment in the following way:

- Affective commitment may be explained as the emotional need on the part of employees working in an organization to carry on their work in the organization due to the reason of identifying themselves with the organization.
- Continuance commitment may be defined as the degree where individuals want to remain in the organization with the consideration that if they quit the job, they will go through financial crisis and chances of jobs will be limited for them.
- Normative commitment it can be explained as the situation where individuals do not quit the job because of the moral accountability of the job.

Progressive organizations should be concerned to produce committed employees to decrease turnover of employees and absenteeism, while increasing the performance of the employees and work-related attitudes (Brown , 1996). It is essential for the employers to recognize as how to persuade the individuals to continue with the organization (Nawaz,Jahaanian & Tehreem, 2012).Attachment to the organization is considered very important within industries and

cultures where individuals develop great amount of affection that may improve their views of quitting their job (Jehanzeb, A. Rasheed & M. Rasheed, 2013).

Organizational commitment, turnover intention and job satisfaction are one of the most studied trendy ideas in the research of job related behaviours (Yücel, 2012). Some studies have found organizational commitment as the predictor of turnover intention. Organizational commitment is negatively correlated with the turnover intentions (A. Rasheed, Khawaja, & M. Rasheed, 2013). Similarly, Wong and Laschinger (2015) discovered a negative correlation between organizational commitment and turnover intention in their cross-sectional quantitative study analyzing the impacts that the strain of front-line managers had on the employee commitment, burnout, and turnover intention of 500 front-line managers across 14 universities in Ontario, Canada.

Organizational support has important role to organizational commitment when the commitment of the employee is raised, the lower will be employee turnover. Attachment to the organization and turnover intentions of employees are critical subjects and all organizations should render extra focus to these phenomena. Thus, organizations must satisfy the individual's wants to increase organizational commitment (Ayondele et al., 2013).

➤ **Influence of co-workers**

Workplace association and interaction has an influence on employee happiness and retention. When employee feel emotionally or socially disconnected at work and cannot seem to fit into the organization's culture or merge with other colleagues, feelings of dissatisfaction may begin to increase. Employee tends to prefer finding a different job than try to approach the issue directly when co-workers negatively influence them.

Interpersonal relationship also believed to have a significant impact on employee turnover intention. When an organization or a department have intricate interpersonal relationship, there are many sections or small groups, it may be complicated for employees to deal with the relationship with co-workers and managers, or the workers are to spend a lot of energy to have relationships within the organization or the department, they are rather likely to leave the job (Zhang, 2016).

Martin (2003) reported a study on 477 workers in 15 companies investigates the reasons why employees are intended to quit the job. Martin further explains that one of their major findings is that

co-workers intentions have a major significant impact on all destination options – the more positive the perception of their co-workers desire to quite, the more employees wishes to leave.

➤ **Social Relationships**

Making friends at work and participating in social activities helps to build healthy interaction and strengthen the union and attachment that exists. Healthy relationships may motivate employees and increase morale. When employees throw aside relationship issues, they can focus on their job more successfully by getting to know groups, employees can understand each other to be able to work together more effectively in a groups for a more pleasing environment.

Therefore, Negative attitudes can lead to isolation and loneliness, which may put in motion an employee's desire to resign.

➤ **Personal factors**

There are also factors particular to the individual but that can influence turnover rates of the organization. These include both personal and trait-based factors. Personal factors include things such as changes in family condition, a need to learn a new skill or trade or an unwanted job offer.

Dispositional variables are seen as personality attitudes, characteristics, preferences, motives and needs that lead to the tendency to respond to a situation in a predetermined (Argote, Beckman & Epple, 1990). According to Idson and Feaster (1990), personality might affect the experience of emotional happenings at work which in turn may influence job satisfaction.

➤ **Work life balance**

Work life balance is about the efforts of employees to split their time and energy between work and the other important aspects of their lives (Hobbler & Lemmon, 2009). Work life balance generally is an everyday attempt in managing; competing roles and responsibilities at work, at home and in the community.

According to Malik ,Mckie, Beattie &Hogg (2010), shows that unbalanced work-family life caused by increased work demands leads to higher levels of stress. This Stress can cause conflict between the family-work and work-family relation.

Work life balance policies have been found to reduce absenteeism and positively impact employees' job satisfaction, productivity and retention. Grady, McCarthy, Darcy and Kirrane (2008) emphasize the importance for organizations to implement work life balance initiatives. These initiatives include flexible working hours, temporal agreements, childcare facilities, and supports such as counselling (Grady et al., 2008). Organizations providing such benefits seem to understand the relationship between greater work life balance and retention of a competent workforce, and its effect on organizational commitment and profitability.

Studies conducted in the United States and the United Kingdom show that primary effect of work-life imbalance is depression, resulting in decreased productivity and higher absenteeism (Seligman, 2011). Seligman also explains that low work life balance can also lead to employees experiencing low morale and higher absenteeism and organizations experiencing higher staff turnover, lower productivity and poorer work quality.

➤ **Demography**

Other experiential studies have confirmed that turnover is associated in particular situations with demographic and biographical characteristics of workers. The most pertinent demographic factors are age and tenure. Extensive studies have been done in this segment. An interesting factor regarding tenure is that length of employment in an organization has a positive correlation to turnover (Mangione, 1973).

Age is a prime determinant in turnover analysis. An employee can expect to switch up to twelve jobs by the age of 40 (MacGlaham, 2006). Some researchers have gone to the extent of observing if gender differences play any role in turnover. Some articles state female employees turnover are greater than their male counterpart (Abassism & Hollmank, 2000). Some reports state that, males are more akin to leave jobs (Elaine, 1997). Other scholars agree that, there is no correlation between gender and turnover (Miller & Wheeler, 1992).

2.9 ADVANTAGE OF EMPLOYEE TUNOVER

Research indicate that turnover is to some extent normal and basic to the devwlopment of any organization (Lau & Albright, 2011).

➤ **Leave of Less Productive Employees**

It is the inefficient performance of an employee to complete tasks, process, produce and sale. This might be due to aging, physical and mental wear or because they cannot cope with rising work pressures. If unproductive employee departs, the impact will be positive since the likelihood of terminating is non-existent (Lau & Albright, 2011). Low productivity has different impact on both the organization and employee such as being less productive, less competent and less profitable including diminishing the remaining workers moral.

Other positive effects are; increases quality, less costly substitution (Heneman & Judge, 2009), substitution of poor performer, innovation, flexibility, adaptability (Achoui & Mansour, 2007), offer opportunities to promote talented and high performers (Mello, 2011).

Therefore, it is an advantageous that the dysfunctional employee leave their position for other capable employees.

➤ **Leave of Relatively Expensive Employees**

The advantage of high turnover is the lower labour expenses associated with employees not sticking around long enough for pay raises. Companies offering positions that do not require skilled labour benefit from the labour-cost savings of higher turnover (Egan, 1995)

This is more advantageous if the firm uses a compensation system that can be considered by the duration of the employee stayed in the organization (seniority) or if the premiums for social security are valued with age. If the productivity of employee is insufficient and when the labour cost exceeds it, replacement of employee becomes profitable.

➤ **The Price of Quality**

Organizations have to pay more for the employment of young highly skilled and well-educated professionals. But it is believed that these kinds of professionals are prone to depart from their organization in searching of better opportunity and pay. These kinds of highly professional employees during their stay contribute a major role to the organization's success but it's hard to fulfil their job and pay satisfaction level. Avoidance of this kind of turnover would be the employment of

more 'normal' employees who are less needed by the external labour market (Cappelli, 2000). Therefore, the quality of performance, service and duty of the organization would not shuffle according to the high skilled professionals' duration of stay in the organization.

➤ **Facilitating the Internal Labour Market and Motivation**

Internal labour markets offer the chance for career growth of employees and are therefore an significant mechanisms for motivation; the more productivity is not easy to determine in the short run (Baron & Kreps, 1999). In order the internal labour market to perform effectively turnover is important to provide the vacancies required.

On the other hand, considering from another point of view lack of turnover can result in demotivation. Employees might think lack of turnover as negative due to the lack of likely promotions which influences enthusiasm (Gawali, 2009). No chance for progress could certainly result in turnover as employees look for positions with new organization providing growth and future advancement. Gawali also states that it goes unrealistic to human nature to remain sluggish, carry out the similar task every day and not seeing any hope for change in practice.

➤ **Termination of Bad Match and Opportunity**

Labour turnover builds opportunities for substituting employees and therefore allow firms to bring in and introduce new types of knowledge, ideas, experience and skills.

Human resource managers are responsible in recruiting, selecting, hiring and training of the new employee. But sometimes there is a chance the job fits with the right employee more appropriately than the other. Similarly, Dalton and Todor (1979) argue that moderate turnover rates bring new ideas and infuse the organization with stagnation-fighting energy from outside. According to Lau and Albright (2011), if a non-productive employee leaves, the impact will be positive since the possibility of terminating is non-existent. Lau and Albright also explains that, opportunities for other workers could come up from the change, plus opening up a position for a existing employee, hiring an employee with a higher skill level, enlarge the degree of diversity, streamlining, and modifying the budget.

➤ **Evaluation of the Firm Potential and Adjustment of Market Condition**

In order to fulfil the human resource requirement of an organization it is dependent on the demand of the external condition of the market and business. Therefore, some variation in the number of employee is uncontrollable. Necessary redundancies may lead to increase costs because of severance pays and may weaken the psychological contract with these workers who depart from the organization. Since, turnover is natural it can assists some modification.

Also, by realizing the high turnover rate it is an opportunity for organizations as a turning point to look through the cause and find the critical solution and have a fresh start with the new members. It can allow the organization to hire new employees with existing training who are not interested into existing ways of doing things (Mello, 2011).

2.10 CONSEQUENCES OF EMPLOYEE TURNOVER

Clearly the fact that staffs tend to terminate employment with the organization is not in itself a problem but rather the problem derives from the consequences of such termination (Kwame , Mahama , Boahen & Denu, 2017). High turnover can be a severe obstacle to productivity, quality, and success of firms of all extent. With the smallest size of a companies, a high turnover rate can mean that simply having sufficient staff to perform daily task is a challenge, even further the idea of how well the work is done when staff is available (Johnson, 2009).Employee turnover can be consider as an invisible obstacle. This is because most costs related with staff turnover cannot be directly recorded in the profit and loss statement or reported at the end of the fiscal year (Anonymous, 2008).

➤ Impact of turnover on cost

According to Porter (2011), employee turnover can charge a company significant amount of capital when considering downtime, hiring, consulting, training, and etc. Porter also explains that an entry-level position can cost an organization about 50 to 100 percent of the employee's wage.

- **Recruiting cost**

It is a cost associated with advertising the job vacancy, campus visit, and etc... It is the process of searching and motivating a large number of prospective employees for a particular job in an organization.

- **Selection costs**

Under the process of selection, better applicants are selected out of a large number of them .It is costs associated with selecting, hiring and placing a new employee in the job which involve interviewing the job applicant, arranging meetings to make selection decisions, testing the employee and conducting reference checks to make sure the applicant's qualification are legitimate.

- **Training cost**

The term training means a systematic procedure of instructing knowledge and skills for a specific job it include the costs related with consulting to the company's values and culture. Also direct training costs specifically, the cost of instruction, books, and materials for training courses. Finally, while new employees are being trained, they are not performing at the level of fully trained employees, some productivity is lost. These costs are enormous and when a highly trained employee resigns without justifying these huge training expenses, organizations stand to lose all the investments already made.

- **Separation Cost**

Most companies provide severance pay for departing employees. Severance pay may add up to several months of salary for an experienced employee depending on their length of service Severance packages may include extended benefits such as health cover and counselling and careers advise to help an employee get a new position.

- **Turnover affects customer service and quality**

The research done by Sohal and Wong (2003) confirms that, service quality is positively associated with customer loyalty and that the relationship between the two is stronger at the company level, rather than at the individual level. The relationship between employee turnover rate and customer

satisfaction level has been studied in several different industries. According to Martin (1994), one insurance company's customer satisfaction levels actually dropped from 75 to 55% when a frontline service worker left the company.

Boyatzis, Goleman, and McKee (2002) found that in a study of hundreds of major companies a positively charged work environment produces superior profits via reduced turnover and increased customer satisfaction. Lower quality products, services and inexperienced staff are one of the reasons for a company to lose its return customers followed by loss in the return on investment. This increases the cost of a one-time customer and lowering marketing return on investment.

Turnover can harm customer service and quality which turn out to be a direct expression on the company (Curtis & Wright, 2001). Competitive advantage will be negotiated once quality of products and customer service fail which in turn impact the risk of the loss of prolonged customer connection and contracts in the industry.

➤ **Turnover Causes Lack of Motivation and Low Moral**

Savage in the study he performed in (2010) summarizes the significance of effective motivational aspects as organizations struggle in the course of intricate economic times. Although, employees may not be pleased regarding to not accepting an annual increase and compensations, the study illustrated that compensation and benefits are not mainly significant inspirational feature for employees (Savage, 2010). Savage also states the majority of employees ranked appreciation and praise for a job well done and the wish to work in a supportive team environment as extra important factors than salary and benefits .

Due to increased workloads, increased responsibilities and lack of an active and trained employee, high turnover rate can result in low employee morale to overworked employees (Gawali, 2009).

Again, new employees suffer from low morale as they struggle learning new job duties and procedures. Existence of this type of work environment can result in the organizations to have more difficult time in captivating and retaining high-quality talent.

➤ **Cost of Losing an Employee**

Researches indicates substituting supervisor will cost an organization approximately twice than the earnings, founded on the assessment performed on 262 companies (Wiley, 2011). Wiley

furthermore states that the investigation indicated the devoting time in building confidence and morale would presumably result in improved profits and a cost savings on training and recruitment.

➤ **Reduction of Organizational Performance and Commitment**

Turnover triggers a complex chain of events within organizations (Hausknecht & Holwerda, 2013). The human capital perspective suggests that turnover negatively affects organizational performance because of a loss of organizational memory as well as a loss of the knowledge, skills and abilities that employees have developed through experience and training (Ployhart, Reilly & Maltarich, 2014; Pollitt, 2000).

Following social capital theory, we can expect high turnover rates to disrupt the social ties and to negatively affect trust amongst colleagues. According to Siciliano (2015), found that the performance of public school teachers is shaped by the social networks in which the individual teacher is embedded. Stable job tenure and high-quality professional networks on the contrary have a positive impact on performance (Leana & Van Buren, 1999).

Network characteristics shape affective organizational commitment, which in turn may have an impact on performance (Lee & Kim, 2011). According to Moynihan and Pandey (2008), found the strong intra-organizational networks reduce turnover intentions. In addition to the disrupted social networks, turnover may have a negative impact on morale of those employees that chose to stay (Felps et al., 2009).

2.11 EMPLOYEE TURNOVER STRATEGIES

According to Ongori (2007), the strategies to minimize employee turnover should be appropriate to the diagnosis of the problem. Human resource management must put pressure to identify the reasons why employee depart from their organization and suggest appropriate solutions to minimize the effect. One of the mechanisms employers use to understand the reason and gain the necessary feedback from the departed employee is with exit interview. Exit interviews provide employers with the opportunity to gain feedback from departing employees in a manner that might not be possible if conducted within the context of an ongoing employment relation (Mello, 2011).

A number of practical retention strategies that recognize labour market realities and value-differences between employee differences: new compensation plans, job redesign, job customization,

strengthening social ties, and hiring the less mobile (Cappelli, 1997). Cappelli also states linking potential defectors with internal job opportunities is another market-wise tool for retention.

Even though, it's easy to say that the way to deal with turnover is to raise the degree of satisfaction among employees. But the key is in understanding exactly how to do that (Denisi & Griffin, 2008). The significant challenge for employers in managing retention of their employees is the fact that different employees are motivated by different factors relative to their desire to stay with an employer (Mello, 2011).

Herzberg(as cited in Bassett-Jones & Lloyd ,2005) provided a theoretical background for the study of employee retention mechanizes. Herzberg indicates that employees are motivated by intrinsic values rather than values that are exterior to their working conditions, in other words, motivation is internally generated and is propelled by variables that are intrinsic to the work which Herzberg called “motivators” and these intrinsic variables include achievement, recognition, the work itself, responsibility, advancement, and growth. Extrinsic factors are also considered as factor for the disaffection of employee. These variables were referred by Herzberg as “hygiene” he also explained this factors doesn't motivate employee but make them happy. The dissatisfies are company policies, salary, co-worker relationships, and supervisory styles (Bassett-Jones & Lloyd, 2005:929).

Herzberg (as cited in Bassett-Jones & Lloyd ,2005) indicates further that, reducing the causes of unhappiness (through hygiene factors) would not result in a state of happiness; instead, it would product a normal condition.

Extrinsic factors such as competitive salary, good interpersonal relationships, friendly working environment, and job security were cited by employees as key motivational variables that influenced their retention in the organizations (Kinnear & Sutherland, 2001; Maertz & Griffeth,2004 ; Meudell & Rodham, 1998)

This pointed out that management should not rely only on intrinsic variables to influence employee retention; rather, a combination of both intrinsic and extrinsic variables should be considered as an effective retention strategy this are;

➤ **Recruiting Suitable Employees**

Recruitment is the process of attracting the potential candidates so that they will possibly contribute to the organization (Steel & Ovalle, 1984). Effective strategies are needed to attract attention of the employees and motivate them to stay for long. According to Hulin , Roznowaski and Hachiya (1985), staffing is designed at providing a pool of latent human resources from which business organization can select the suitable employees on the basis of job condition. Hence, if the organizations try to minimize the rate of employee turnover, it is required to ensure that the suitable applicants are considered for recruitment and selection in the job.

Therefore, it's the organizations responsibility to identify the right, qualified and experienced employees. Businesses would have let down or diminutive growth unless they recruit skilled workforce (Schervish, 1983).

➤ **Training and Development**

Developing mutual communication systems is essential to identify needs, resources, and it's the best ways to implement program. Since ,management should initiate to create an environment, where key information has been freely communicated so that employees have the opportunities to be well-informed and insightful for further career development that helps employees to understand and be a part of the company's goal and the organization to recognize that employees has a key role in future success. So that, incorporating training and development into retention strategy has a potential to reduce employee turnover.

Greater attention has been given to financial retaining mechanisms but non-financial incentives such as training and career development become a key to retention (Kapur, 2010). This will result in retaining the employees and have a positive impact on organizational productivity (Singh, 2008).

➤ **Effective leadership**

It is fairly likely that employees will not stay in their jobs due to the lack of support from managers (Mobley, 1977). Many researchers are of the view that, poor supervision is one of the leading factors of employee turnover and, hence, it is vital for an organization to coach its managers in order to improve their organizational and leadership skills (Porter & Steers, 1973).

Employees should have a good relationship with their respective boss. Human resource managers often develop new ideas to retain employees. Human resource expertise believed that a manager needs to push towards the potential of employees and appreciate them in terms of their performance. It would be also a responsibility of an effective leader to take care genuinely about their concerns and provide tools for personal and professional development (Guion & Gottier, 1965).

➤ **Job satisfaction**

Motivation of an individual mainly depends on the job content and management system that lead to an increase of employees job satisfaction. The desire to work in their organization increases when employees take part in the decision process.

Experts have identified some factors that are likely to make employees satisfied at work such as good pay, friendly working environment, cooperative colleagues, career counselling and opportunities for training and development (Sherman & Snell, 1998). Employees' desire managers who realize and treat them fairly (Dailey & Kirk ,1992).

➤ **Organizational culture**

A well-developed organizational culture is one of the factors that influence the employee to retain in the organization. If employees are not being contented with the culture, work environment, organizational structure, the probability is that they will quit the job (Mowday ,Koberg & McArthur, 1982).

➤ **Balancing work and family life**

There can be avoided various retention problems if the organization finds a solution to help employees to effectively control their commitment at home and at work (TserYieth ,Pao-Long& Ching-Wen, 2004).

The study also suggests that flexible working hour can lead to deal with a better work-life balance and, by doing so, can counteract job stress (Boxall & Purcell, 2003). Since, parents are believed to have a hug responsibility to take care other than the financial need; flexible working hour opportunities provided by their manager has a great positive impact.

➤ **Identifying the economic problem**

Employees are most likely to generate the turnover intention due to a variety of economic reasons (Steers & Mowday, 1981). According to evidence Ford's car plants believed to have experienced frequent employee turnover. When the company recognizes and discover the reason, a decision has been made to increase the basic wages twice from 2.50 dollars to 5.00 dollars per day and, by doing so; the rate of labour turnover has radically reduced (Muchinsky & Tuttle, 1979).

➤ **Retaining valuable employees**

According to Mobley (1982), the quality of an organization's people is always an essential ingredient of successful strategy execution knowledgeable, engaged employees are a company's best source of creative ideas for the nuts-and-bolts operating improvements that lead to operating excellence. Mobley also describes that it is the responsibility of an organization to retain the potential employees because they will probably contribute the firm to reach the destination.

After recruiting and selecting the suitable employee managers are also responsible to retain best employee for the organization because they provide competitive advantage for the firm.

➤ **Unionization**

One of the major advantages of labour unions for organizations is that they lead to less employee's turnover and can improve employee satisfaction. The way employees attach and link with each other to build a strong collaboration for agreements and deal in different issues. Previous studies suggest that labour union may be capable to provide safe and better working environment by the negotiations between labour and management, resulting in lower turnover (Ferguson, 1986).

Employees who belong to labour unions depend on seniority for higher wages and attractive benefits. As a result, it's in the employee's willingness to keep on working with their organization. This regularly causes reduction in level of employee turnover because the staffs are not interested to join other organization.

While employees deal with unions, they are likely to be more satisfied, as they have a voice to speak to the employer and get higher wages on average and fringe benefits packages. Therefore, labour unions results in minimizing the level of turnover and developing systematic compliant settlement procedures leading to harmonious industrial relations.

2.12 EMPIRICAL LITERATUR REVIEW

➤ 2.12.1 General Empirical Review

Research by Victoria (2015) on an investigation into the high turnover of employees within the Irish Hospitality sector reveals the cause of employee turnover in the organization. Victoria states the first reason for high employee turnover as lack of motivation that is caused by lack of programs and activities in their places of work and by supervisors who didn't motivate their teams towards achieving the set goals and objectives. The organization doesn't consider the importance of employee and doesn't provide them rewards in order to encourage and boost employee morale, training programs were also absent to improve the skills of these employees ,this contributed to low employee retention that led employees continue seeking for better places to work (Victoria, 2015).

Unsatisfactory payment was another factor contributing to staff turnover in the organization (Victoria, 2015). As Victoria stated the employees belied that they were not receiving the salaries they deserved compared to their input in these companies so that they experienced work load and job stress.

Finally, the working hours were also quite adverse. The employees did not have enough time to carry on with their social life. Work-life balance was unfavourable and thus more employees felt discouraged to continue working with their respective companies (Victoria, 2015).

In the Language Services Section of the Parliament of The Republic of South Africa the research was done to assess the employee turnover of the organization by Sandra (2012). According to Sandra (2012), the major cause of employee turnover at the organization is due to dissatisfaction with some job-related or other external factors. Sandra also states other factors as the institution itself, the job, circumstances experienced by the employee with regard to family, the economy, and external attraction also considered as cause of employee turnover.

Research was done by Kwarfo (2012) on nature and cause of labour turnover of employees within the Golden Star Resource (Wassa Mines) among senior and junior staff. Kwarfo states as the data in the study revels employees depart from their organizations through retrenchment, poor conditions of service, lack of job security, no job satisfaction and intention to work in some prestigious organization.

Employees further indicated that the perceived competitiveness of pay and job alternatives relates to labour turnover as well as task significance and organizational commitment and job-family conflict in Golden Star Resource brings or create high turnover attitude among employees(Kwarfo,2012).

➤ 2.12.2 Local Empirical Review

Here in our county also, there are researches done at different organization such as private, government and ministry offices. Researches done on cause and effect of staff turnover and related local studies done on staff turnover are presented as follow.

Research was done by Tsegaw (2016), on the cause and effect of staff turnover at Ministry Of Education. Tsegaw states the finding of the study revealed the major causes of staff turnover were both internal and external causes, the internal causes of staff turnover are: Salary and the benefit packages, rewards of incentives and managerial factors .As depicted in the result, the principal reasons that forced professional employees to leave the organization: inadequate salary , that was the most important reason for employees to leave the organization, the second widely accepted reason was training and development were not given fairly and appropriately to support employees, the third one was employees were not satisfied with the unmatched position and the skill and knowledge they had, rewards of incentives provided in the organization were not based on fairness and performance evaluation was the fourth (Tsegaw,2016) .

The external causes were alternate jobs outside and available higher paying jobs outside , these economic and management related problems forced employees to see different possibilities outside for leaving (Tsegaw,2016).

According to Tsegaw(2016),turnover effect at the Ministry Of Education were revelled as reduced work productivity, loss of experienced employees, increased work load on the remaining employees and incurred cost in the organization made employees insecure and instable in the work place. This in turn induced them to leave. This condition also increased the rate of staff turnover in the organization

Again ,research done by Dejen(2017) on the assessment of determinants of employees turnover intentions at Ethiopian Revenues and customs authority .Dejen studies results shows employee -boss relationship, person -job-fit, working condition, and reward system are the main reason which caused employees to have the intention to leave.

The study also concluded that employees were pushed to exit door due to relatively less payment, lack of promotion, less fringe benefits , lack of motivation and encouragement for good work, lack of recognition for work done, bad work environment(Dejen,2017).

In the meantime, research done on the cause and effect of employee turnover at Oromia Water Works by Aman (2015).This study reveals that both external and internal factors affect the stability of the organization.

As Aman states the internal factors are presented as lack of good treatment for workers, problem on arrangement of logistic on workers, lack of recognition and encouragement they are getting for their better work done or and reduced communication are internal factors.

The external factors are government policy, which encourages professionals to organize themselves and working their own business, better salary at external market (Aman, 2015). Aman also states the effect of employee turnover loss in competition on market, costs of recruiting and training employees, loss of profit as a result of lack of timely deliverance of required service to customers, a combination of one or more stated effects presented in the enterprise.

2.13 RESEARCH HYPOTHESES

The hypotheses of the research are presented as follows.

H1: There is a significant negative relationship between salary and benefit with employee turnover intention in Transport Ministry and Ministry of Revenue.

H2: There is a significant negative relationship between employee-supervisor relationship and employee turnover intention in Transport Ministry and Ministry of Revenue.

H3: There is a significant negative relationship between career growth and employee turnover intention in Transport Ministry and Ministry of Revenue.

H4: There is a significant negative relationship between working environment and employee turnover intention in Transport Ministry and Ministry of Revenue.

H5: There is a significant negative relationship between Job-related factors with employee turnover intention in Transport Ministry and Ministry of Revenue.

2.14 CONCEPTUAL FRAMEWORK.

Based on the literature review, the independent variables, controlled variable and dependent variables are presented as follows:

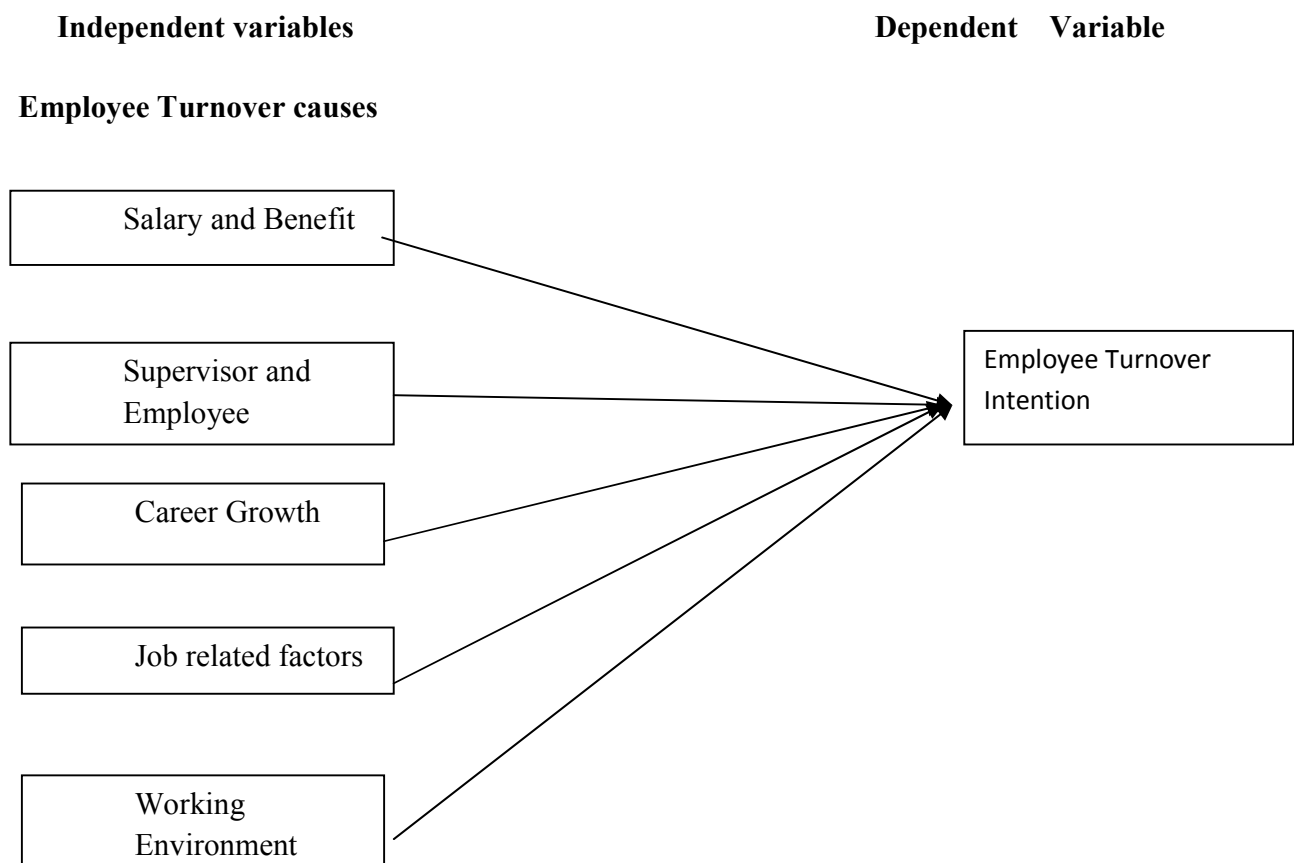


Figure 2.1 Research model

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

This chapter provides the research methodology used to collect data for the study: study area, research design, research approach, research strategy, source of data collection, data collection instruments, Population, Sampling and Sampling Techniques, method of analysis and ethical consideration are presented in this chapter.

3.2 Description of the Study Area

Since, this study involves two company's two ministry offices are selected for the study. These are Ministry of Transport and Ministry of Revenues.

3.3 Research Design

A research design is the procedures for collecting, analyzing, interpreting and reporting data in research studies (Creswell & Plano, 2007). The research design sets the procedure on the required data, the methods to be applied to collect and analyze this data, and how all of this is going to answer the research question (Grey, 2014). The research design used for this study is explanatory research. The emphasis of this research design is on studying a situation or a problem in order to explain the relationship between variables or to test whether one event causes another (Creswell, 2003). The causal comparative research design offers the researcher the chance to examine the relations between independent variables and their impact on dependent variables. Therefore, for this study explanatory research is suitable to answer the question how independent variables cause dependent variable and gives casual explanation.

For the purpose of obtaining information which concerns the present status, descriptive research design is also used. According to Sekeran (2003), descriptive research design is a type of design used to obtain information concerning the current status of the phenomena to describe "what exists" with respect to variables or conditions in a situation.

3.4 Research Approach

The research approach of this study is chosen based on the purpose and the research questions set out to be addressed. According to Creswell (2003), there are three basic types of research approaches,

quantitative, qualitative, and mixed approach. Quantitative research approach is chosen for this study. Since, quantitative researchers seek explanations and predictions that will generate to other persons and places. The intent is to establish, confirm, or validate relationships and to develop generalizations that contribute to theory (Leedy & Ormrod, 2001). So that, this research begins with a problem statement and involves the formation of a hypothesis, a literature review, and a quantitative data analysis.

3.5 Research Strategy

According to Yin (1994), there are five strategies to collect data and get results: experiment, survey, archival analysis, history and case study. According to Creswell (2003), quantitative research employ strategies of inquiry such as experimental and surveys, and collect data on predetermined instruments that yield statistical data.

Quantitative surveys refer to structured questions administered by interview or self-completion questionnaire to typically large number of people. Its purpose is to generalize from a sample to a population so that inferences can be made and it is also economical and rapid turnaround in data collection (Creswell, 2003).

Survey method is important for collecting large amounts of raw data using question and answer formats (Hair, Black, Babin& Anderson, 2006). For this research survey strategy is chose and the data collection is undertaken by self-administered questionnaire from the representative samples of the two ministry offices. According to time horizon cross sectional time horizon is used because the data is gathered once over the period.

3.6 Population, Sampling Techniques and Samples

3.6.1 Target Population

According to Cooper and Schindler (2005), population is defined as the total collection of elements under study whereby references have to be made. The source of population for this study is employees' working in Transport Ministry and Ministry of Revenue.

According to the human resource management department the number of professional and permanent employees of Ministry of Revenue is 3145 from this the head office has 524 employees. The number of professional and permanent population at the Transport Ministry is 225 according to the human resource management department. Therefore, the targeted population for Ministry of Revenues and Ministry of Transport is 524 and 225 permanent and professional employees respectively.

3.6.2 Sampling Techniques

Since, it is impossible to examine each members of the population representative subset of the population, statistical sample is needed. Sampling procedure may be defined as a systematic process of individuals for a study to represent the larger group from which they are selected (Cooper & Schindler, 2008).

In the process of conducting this study, simple random sampling method was used. This methods adopted in order to ensure that the right employee are indeed sampled (i.e., to obtain a greater degree of representation) so as to address the question of interest and to give equal chance of employees' participation in the study and also to decrease sampling error. Inferences is made to the relationships between variables within a sample and then make generalizations or predictions about how those variables will relate to the larger population.

3.6. 3 Sampling unit

The sampling unit will be used on employees who at least spent six months in their respective organizations. Therefore, representative sample of these employees will be calculated based on formula for sample size determination and for finite population by Kothari (2004).

Ministry of Revenue

According to the human resource management department the number of total employees found at the head office of the Ministry of Revenues is 524.

According to Kothari (2004), to determine the sample size of a research the following formula is used.

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

Where, n = the desired sample size

z = the value of the standard variation at a given confidence level (to be read from the table giving the areas under normal curve)

p = the proportion of target population estimated (50%)

q = 1-p

e = acceptable error (the precision)

N = population size

Therefore, representative sample of population was determined at 95% degree of confidence.

Hence at 95% degree of confidence,

Z=1.96 p=0.5 q=1-p e=5% (0.05);

Sample size determination $n = \frac{z^2 p q N}{e^2(N-1) + z^2 p q}$

$$e^2(N-1) + z^2 p q$$

$$= \frac{(1.96)^2(0.5)(0.5)(524)}{(0.05)^2(524-1) + (1.96)^2(0.5)(0.5)}$$

$$(0.05)^2(524-1) + (1.96)^2(0.5)(0.5)$$

$$n = = \frac{503.2496}{1.3075 + 0.9604}$$

$$1.3075 + 0.9604$$

$$n = \frac{503.2496}{2.2679}$$

$$2.2679$$

$$n = 221.90 \quad n = 222$$

Transport Ministry

According to the human resource management department the number of total employees found at Ministry of Transport is 225.

According to Kothari (2004), to determine the sample size of a research the following formula is used.

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

Where, n = the desired sample size

z = the value of the standard variation at a given confidence level (to be read from the table giving the areas under normal curve)

p = the proportion of target population estimated (50%)

q = 1-p

e = acceptable error (the precision)

N = population size

Therefore, representative sample of population was determined at 95% degree of confidence.

Hence at 95% degree of confidence,

Z=1.96 p=0.5 q=1-p e=5% (0.05);

Sample size determination $n = \frac{z^2 \cdot p \cdot q \cdot N}{e^2 \cdot (N-1) + z^2 \cdot p \cdot q}$

$$e^2(N-1) + z^2 p \cdot q$$

$$= \frac{(1.96)^2(0.5)(0.5)(225)}{(0.05)^2(225-1) + (1.96)^2(0.5)(0.5)}$$

$$= \frac{216.09}{0.56 + 0.9604}$$

$$n = \frac{216.09}{1.524}$$

$$n = 141.7$$

$$n = 142$$

$$n = 142$$

$$n = 142$$

Therefore, the sample representing the population is 222 and 142 for Ministry of Revenues and Transport Ministry respectively.

3.7 Source and Instrument of Data Collection

3.7.1 Source of data collection

➤ Primary data

According to Saunders, Lewis and Thornhill (2009), the two most commonly used primary data collection methods are questionnaire and interview.

To gather primary data, key survey questionnaire only used. For this purpose questionnaire is collected filled by employees of the Transport Ministry and Ministry of Revenues. A questionnaire containing four parts with a total of five pages is used for this study.

Part one: Personal Profile Information: The first part of the questionnaire requires information about personal and demographic data of respondent. This question contains the respondents' information about age, gender, marital status, level of education, number of years of experience and job title.

Part two: Issues Related to Causes of Employee Turnover: The second part of the questionnaire includes variables that are prepared to be answer by respondents on factors causing employee turnover .32 questions are presented in this section for the purpose of employees to identify factors causing employee turnover at their organization. These are: salary and benefit packages, employee relationship with supervisor, career growth, working environment and job related factors. These questions are measured by using a 1-5 Likert-scale. Each question is assigned a number 1- strongly agree, 2- agree, 3- neutral, 4-disagree and 5-strongl disagree.

Part three: Issue Related to Employee Turnover Intention: The third part of the questionnaire includes variables that are prepared to be answer by respondents on employee turnover intentions at their organization.5 questions are presented in this section. These questions are measured by using a 1-5 Likert-scale. Each question is assigned a number 1- strongly agree, 2- agree, 3- neutral, 4-disagree and 5-strongl disagree.

➤ **Secondary data**

For the secondary data documents were reviewed to obtain information from annual organization report and legal documents. These documents are important to gather information related to the level of employee turnover of the previous years and the legal documents help to support and analyze the information collected from primary data.

3.7.2 Data collection instruments

➤ **Questionnaire**

Important sources of primary data for this study collected through; key survey questionnaire. Questionnaire permits a respondent a sufficient amount of time to consider answers before responding (Sekaran, 2003).

Two sources of questionnaires are used for this study. The first questionnaire is found suitable to gather adequate information on the cause of employee turnover and it is adopted from the research done on assessment of the cause of employee turnover in public service organization by (Aduga , 2013).

The second questionnaire on turnover intention will be measured using five-item measure by Mobley (1981) which was adopted from (Dejent, 2017) research on the assessment of determinant of employee turnover intention.

3.8 Validity and Reliability

➤ **Validity**

According to Leedy and Ormrod(2013), validity is the ability of an instrument to measure what it is intended to measure .It helps to increase the researchers confidence in the finding of the study. Content validity is used to assess the validity of this research which emphasize on whether the test is fully representative of what it aims to measure. For this purpose to measure the dependent variable (turnover intention) accurately it should include salary-benefit, supervisor –employee relationship, career growth, job related factors and working environment when it assessed through content validity.

➤ Reliability

Reliability is the degree to which measures are free from error and therefore have consistent results (Sekaran, 2003). According to Bryman and Bell (2007), the Cronbach's Alpha result of 0.7 and above implies acceptable level of internal reliability there is a very good result.

➤ Measures of Questionnaire Reliability Test for MOR and MOT

This result was obtained using SPSS for data entry of collected questionnaires and reliability test (Cronbach's alpha test) was taken for both of the ministry offices.

Having a value of 0.814 and 0.781 that of N which is 37 represents the number of all items used for testing, this result representing casual factors and employee turnover intention at Ministry of Revenues and Ministry of Transport respectively.

Table 3.1 Reliability Test Result for the Survey Instruments

Descriptions	Cronbach's Alpha coefficient for each	Number of items
Salary and benefit	0.858	7
Supervisor and employee relation	0.929	7
Career growth	0.716	6
Working Environment	0.814	4
Job related factors	0.812	8
Intention of Employee Turnover	0.758	5

Source: own survey

Table 3.2: Reliability test using Cronbach's Alpha MOR

Reliability Statistics MOR	
Cronbach's Alpha	N of Items
.814	37

Table 3.3: Reliability test result for the survey instruments MOR

Descriptions	Cronbach's Alpha coefficient for each	Number of items
Salary and benefit	0.834	7
Supervisor and employee relation	0.846	7
Career growth	0.820	6
Working Environment	0.713	4
Job related factors	0.752	8
Intention of Employee Turnover	0.715	5

Source own survey, 2020

Table 3.4 Reliability test using Cronbach's Alpha MOT

Reliability Statistics MOT

Cronbach's Alpha	N of Items
.781	37

Source: SPSS reliability test result for the survey instruments MOT

3.9 DATA ANALYSIS

The data collected through questionnaire is analyzed using analyzing tool; Statistical Package for Social Sciences (SPSS) 20.0 version. Statistical data analysis namely descriptive and inferential statistical analysis is appropriated for this study. Descriptive statistics such as frequency and percentage are used to describe the respondents' characteristics.

Regarding inferential statistics, Pearson Correlation Coefficient, ANOVA and Multiple Regression is used. This analysis used to show the degree of relation between (dependent and independent variables) and impact of the independent variable on dependent.

The regression model that represents this research is presented as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Y = Employee Turnover Intention β_0 = Y intercept β_1 to β_5 = regression coefficients

X_1 = Benefit and salary

X_2 = Relationship of supervisor with employee

X_3 = Career growth

X_4 = Working environment

X_5 = Job related factors

ε = error

3.10 Ethical considerations

There are numerous ethical issues that researchers encounter during the various stages of a research project. Saunders, Lewis and Thornhill (2003) provide a list of key ethical issues that normally require adherence when undertaking a research project, these include: privacy of possible and actual participant, behaviour and objectivity of the research, maintenance of the confidentiality of data provided by individuals or identifiable participants and their anonymity.

During this study all the necessary information about the study were explained such as: who is conducting the study, for what purpose is the study is going to be conducted and other necessary information that are necessary to clarify respondents possible questions to enable them to decide whether to participate in this study. The respondents were also guaranteed for the anonymity and confidentiality of their responses.

CHAPTR FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 INTRODUCTION

This chapter deals with the data analysis and interpretation part from the respondents of the selected organization of both the Ministry of Revenue and Ministry of Transport. For the analysis purpose six demographic variables that are age, gender, martial statues, level of education, number of years working (experience) and job title were taken. Beside this, five point Likert scale with 37questions were deployed regarding casual factors and employee turnover intention. For the research to occur a total of 363questionnaires' were distributed to potential respondent. From this 331 where collected and answered the entire survey. While the remaining 32 of them either failed to complete the entire survey or not return the questionnaire.

The analysis was made using (SPSS) Statistical Package for Social Science. The research focused on both on the descriptive and inferential statistical analysis of characteristics of participants. The statistical analysis was made using frequency distribution percentage, Correlation, ANOVA and Regression analysis were also deployed to strengthen and proven the assumptions. For this purpose, this chapter presents the demographic information of respondents, dependent and independent variables descriptive and inferential data analysis of both the Ministry of Revenues and Ministry of Transport respectively. Hence, the collected data was summarized using different tables for easy understanding that interpretation and discussion could take place as shown below.

4.2 Demographic Characteristics' of Respondent (MOR)

Table 4.1:- The summary of Demographic Characteristics' of Respondent at the Ministry of Revenues.

Demographic characteristics	Variable	Frequency	Percent	Valid Percent %	Cumulative percent %
Gender	Male	117	60.6	60.6	60.6
	Female	76	39.4	39.4	100.0
	Total	193	100.0	100.0	
Age	20 to 30	40	20.5	20.7	20.7
	31 to 40	61	31.3	31.6	52.3
	41 to 50	64	32.8	33.2	85.5
	> 50	28	14.4	14.5	100.0
	Total	193	100.0	100.0	
Marital status	Single	51	26.2	26.4	26.4
	Married	137	70.3	71.0	97.4
	Divorced	4	2.1	2.1	99.5
	Widowed	1	.5	.5	100.0
	Total	193	100.0	100.0	
Education	Diploma	42	22.6	22.6	22.6
	Degree	123	63	63	85.6
	Masters	28	14.4	14.4	100.0
	PhD	-	-	100.0	
	Total	193	100.0	100.0	
Number of years working	< 5 years	59	30.9	30.04	30.4
	5 - 10 years	67	34.17	34.3	72.6
	10 - 20years	45	22.95	23.05	100.0
	> 20 years	23	11.98	100	
	Total	193	100.	100.0	
Job title	Leadership	41	21.0	21.1	21.1
	Professional	110	56.4	56.7	78.4
	Nonprofessional	42	22.6	22.2	100.0
	Total	193	100.0	100.0	

Source: own survey, 2020

The above table 4.1 presents the sex composition of the respondents that female are accounted (39%) that is 76 in number and male are 117 (60%) out of the total 193 respondents. It can be understood that the number of female respondents is less than male respondents.

The age distribution of the respondent showed that the majority participant were from age 41 to 50 years old, which are 64(32.8%), followed by the age categories 31 to 40 that counts 61(31.3%) . The age group between 20-30 and > 50 years have a value of 40(20.5) % and 20(14.4) % respectively. This implies that majority of employees at Ministry of revenue are middle age work force.

Data on the marital status showed that majorities of the respondents were married which occupied 137 (70.3%) of the total respondents while 51 (26.2 %) respondents were single, 4 respondents(2.1%) were divorced and 1 respondents (0.5 %) were widowed.

Table 4.1 also presented the educational level of the respondents. 42(22.6%) respondents are Diploma holders, while 123(63%) respondents have university degree and 28 (14.4%) respondents have master's degree. There are no respondents who have PhD degree. Depending on the respondents' response of education levels the distribution showed that the majority of the respondent have Universities degree. This implies that the organization has educated man power.

The respondent's employment period in ministry of revenue showed that 59(30.9%)employee <5 years ,while 67(34.17%) of the respondents have 5-10 years of experience in the organization, and 42(22.9%) of respondents serve for 10-20 to. The number of respondents spent more than 20 years & above in the organization represent 23(11.98%) of the total respondents.

Table 4.1 at last represents respondent's employment position .From these 110(56.4%) of the respondents were professionals, while 41(21) %and 42(21.5) %where leaders and non professionals respectively .This implies that the majority of the work force are expert.

4.3 Descriptive Analysis of Casual Factors and Employee Turnover Intention (MOR)

4.3.1 Descriptive Analysis of Dependent Variables (MOR)

➤ Salary and Benefit

Table-4.2: Frequency Distribution-Respondents' Response about salary and benefit system (MOR)

s/n	Items	Distribution	Respondent categories					Total
			SA	A	N	D	SD	
1	My pay is adequate for normal payment	Frequency	8	53	50	42	40	193
		Validity %	4.6	27.3	25.8	21.1	20.6	100
		Cumul.%	4.6	32.0	57.7	79.4	100	
2	I am satisfied with my pay	Frequency	-	23	74	68	28	193
		Validity %	-	11.9	38.3	35.2	14.5	100
		Cumul.%	-	11.9	50.3	85.5	100	
3	My pay is more sufficient for my living expenses	Frequency		22	59	98	14	193
		Validity %	-	11.4	30.6	50.8	7.3	100
		Cumul.%		11.4	42.0	92.7	100	
4	I am paid according to my working experience	Frequency	5	102	75	10	1	193
		Validity %	2.6	52.8	38.9	5.2	5	100
		Cumul.%	2.6	55.4	94.3	99.5	100	
5	Pay increase is depend on my performance	Frequency	18	50	118	7	-	193
		Validity %	9.3	25.9	61.1	3.6	-	100
		Cumul.%	9.3	25.9	61.1	3.6	100	
6	Pay is paid equal to the work done	Frequency	8	65	89	31	-	193
		Validity %	4.1	33.7	46.1	16.1	-	100
		Cumul.%	4.1	37.8	83.9		100	
7	My pay is very secure	Frequency	20	39	47	66	21	193
		Validity %	10.4	20.2	24	34.2	10.9	100
		Cumul.%	10.4	30.6	54.9	89.1	100	

Source: Computed from data survey, 2020

Item-1 of table 4.2, 53(27.3%) and 8(4.6%) of the respondents agree and strongly agree respectively about their pay is adequate for normal payment. In contrast, 42(21.1%) disagree and 40(20.6%) strongly disagree whereas 50(25.8%) of respondent are neutral.

Item-2 of the table indicates 23(11.9%) and none of the respondents agree and strongly agree respectively regarding their satisfaction with their payment. whereas, 68(35.52%) disagree and 28(14.5%) strongly disagree while 74(38.3 %) were neutral.

Item-3 of the table shows that 22(11.4%) and 6(2%) of the respondents agree and strongly agree respectively about their payment is sufficient for their living expenses. The other respondents'98(50.8%) disagree and 14(7.3%) strongly disagree regarding the question while 59(30.6%) were neutral.

Item-4 of the above table indicates , 102(52.8%) and 5(2.6%) respondents agree and strongly agree respectively. However, 10(5.2%) disagree and 1(5%) strongly disagree whereas about 75(38.9%) neutral about their pay with respective of working experience

Item-5 of the above table shows 50(25.9%) and 18(9.3%) of the respondents agree and strongly agree respectively about their payment is increases depends on their performance result. But, 7(3.6%) disagree and none strongly disagree whereas 118(61.1%) of the respondents not support the agreement or disagreement.

Item-6 of the above table also indicates 65(33.7%) and 8(4.1%) agree and strongly agree respectively regarding their payment is paid equal to the work done. However, 31(16.1%) disagree and none strongly disagree whereas 89(46.1%) were neutral.

Item-7 of the table shows 39(20.2%) and 20(10.4%) agree and strongly agree respectively about their payment is very secure. However, 66(34.2%) disagree and 21(10.9%) strongly disagree about the issue while 47(24%) neutral. According to the respondents result the majority agreed their pay is not adequate, insufficient, unsatisfying and they also responded that their job is not secured.

➤ Supervisor and Employee

Table-4.3: Frequency Distribution-Respondents' Response about supervisor and employee relation (MOR)

s/n	Items	Distribution	Respondent categories					Total
			SA	A	N	D	SD	
1	My supervisor always ask suggestion from me	Frequency	25	27	51	44	46	193
		Validity %	13.0	14.0	26.4	22.8	23.8	100
		Cumul.%	13.0	26.9	53.4	76.2	100	
2	My supervisor is a responsible person	Frequency	21	54	33	67	18	193
		Validity %	10.9	28.0	17.1	34.7	9.3	100
		Cumul.%	10.9	38.9	56	90.7	100	
3	My supervisor admires good works	Frequency	30	64	74	18	7	193
		Validity %	15.5	33.2	38.3	9.3	3.6	100
		Cumul.%	15.5	48.7	87.0	96.4	100	
4	My supervisor is influential person to shape me	Frequency	11	31	38	54	59	193
		Validity %	5.7	16.1	19.7	28.0	30.6	100
		Cumul.%	5.7	36.3	56.0	83.9	100	
5	My supervisor gives enough supervision to me	Frequency	41	28	51	44	29	193
		Validity %	21.2	14.5	26.4	22.8	15.0	100.0
		Cumul.%	21.2	35.8	26.4	85.0	100	
6	My supervisor understands the nature of my work	Frequency	33	62	69	25	4	193
		Validity %	17.1	32.1	35.8	13.0	2.1	100.0
		Cumul.%	17.1	49.2	85.0	97.9	100	
7	My supervisor is always ready to provide assistance	Frequency	14	45	22	90	22	193
		Validity %	7.3	23.3	11.4	46.6	11.4	100.0
		Cumul.%	7.3	30.6	42.0	88.6	100	

Source: Computed from data survey, 2020

Item-1 of table 4.3, shows 27(14.0%) and 25(13.0%) agree and strongly agree respectively regarding their feeling the management of the organization shows a genuine interest in fixing the issues/problems in their role. In contrast, 44(22.8%) disagree and 46(23.8%) strongly disagree while 51(26.4%) neutral.

Item-2 of the table4.3, shows 54(28%) and 21(10.9%) agree and strongly agree in that orders. However, 67(34.7%) disagree and 18(9.8%) strongly disagree whereas 33(17.1%) neutral about their supervisor is a responsible person.

Item-3 of the table4.3, 64(33, 2%) agree and 30(15.5%) strongly agree respectively about their Supervisor admirers good works .Oppositely, 18(9.3%) disagree and 7 (3.6%) strongly disagree while 74(38.8%) indifferent.

Item-4 of table 4.3, shows 31(16.1%) and 11(5.7%) agree and strongly agree respectively regarding their feeling the manager of the organization is influential. In contrast, 54(28.0%) disagree and 59(30.67%) strongly disagree while 38(19.7%) neutral.

Item-5 of the table4.3, shows 28 (34.7%) and 41(10.9%) agree and strongly agree in that orders. However, 44(22.8%) disagree and 29(15.0%) strongly disagree whereas 52(26.4%) were neutral about their supervisor gives enough supervision.

Item-6 of the table4.3, shows 62 (32.1%) and 33(17.1%) agree and strongly agree in that orders. However, 25(13.0%) disagree and 4(2.1%) strongly disagree whereas 69(35.8%) were neutral about their supervisor gives enough supervision.

Item-7 of the table4.3, shows 45(23.3%) 14(7.3%) agree and strongly agree in that orders. However, 90 (46.6%) disagree and 22(11.4%) strongly disagree similarly22 (11, 4%) were neutral about their supervisor provide assistance.

According to the respondent response the majority agreed that their supervisors don't inquire suggestion from them and enough supervision and assistance not provide and the supervisory is not responsible.

➤ Career Growth

Table 4.4: Frequency Distribution-Respondents' Response about career growth (MOR)

s/n	Items	Distribution	Respondent categories					Total
			SA	A	N	D	SD	
1	Promotion in my organization is quite good	Frequency	20	52	75	27	19	193
		Validity %	10.4	26.9	38.5	14.0	9.8	100
		Cumul.%	10.4	37.3	76.2	90.2	100	
2	Promotion in my organization is based on performance result	Frequency	4	25	80	75	9	193
		Validity %	2.1	13.0	41.5	38.9	4.7	100
		Cumul.%	2.1	15.1	61.1	100		
3	Promotion in my organization is frequent	Frequency	14	100	48	28	3	193
		Validity %	7.3	51.8	24.9	14.5	1.6	100
		Cumul.%	7.3	59.1	83.9	98.4	100	
4	Promotion in my organization is regular	Frequency	17	104	58	14	-	193
		Validity %	8.8	53.9	30.1	7.3		100
		Cumul.%	8.8	62.7	92.7	100		
5	The chances for promotions in my organization is fair	Frequency	4	67	36	67	19	193
		Validity %	2.1	34.7	18.7	34.7	9.8	100.0
		Cumul.%	2.1	36.8	55.4	90.2	90.8	
6	Promotion in my organization depend on the length of service	Frequency	29	58	41	52	13	193
		Validity %	14.9	29.9	21.1	26.8	6.7	100
		Cumul.%	15.5	45.4	66.5	93.3	100	193

Source: computed from data survey, 2020

Item-1 of the table4.4, 52(26.9%) agree and 20(10.4%) strongly agree respectively about their promotion in the organization. Oppositely, 27(14.0%) disagree and 19 (9.8%) strongly disagree while 75(38.5%) indifferent.

Item-2 of table 4.4, shows 25(13.0%) and 4(2.1%) agree and strongly agree respectively regarding their feeling promotion on their organization based on performance result. In contrast, 75(38.9%) disagree and 9(4.7%) strongly disagree while 80(41.5%) neutral.

Item-3 of the table4.4, 100(51.8%) agree and 14(7.3%) strongly agree respectively about promotion on their organization is frequent .Oppositely, 28(14.5%) disagree and 3 (1.6%) strongly disagree while 48(24.9%) indifferent.

Item-4 of table 4.4, shows 104(53.9%) and 17(8.8%) agree and strongly agree respectively regarding their feeling promotion on their organization is regular. In contrast, 14(7.3%) disagree and none strongly disagree while 58(30.1%) neutral.

Item-5 of the above table shows 67(34.7%) and 4(2.1%) of the respondents agree and strongly agree respectively about the promotion in the organization is fair. But, 67(3.6%) disagree and 19(9.8%) strongly disagree whereas 36(18.7%) of the respondents not support the agreement or disagreement.

Item-6 of the above table also indicates 58(29.9%) and 29(14.9%) agree and strongly agree respectively regarding their payment is paid equal to the work done. However, 52(26.8%) disagree and 13(6.7%) strongly disagree whereas 41(21.1%) were neutral.

According to the response promotion in their organization is good, frequent and regular. Their promotion is also based on experience. Oppositely most of them agreed the promotion is not based on performance and unfair

➤ Working Environment

Table 4.5: Frequency Distribution-Respondents' Response about working environment (MOR)

s/n	Items	Distribution	Respondent categories					Total
			SA	A	N	D	SD	
1	I am working under the unclean environment	Frequency	-	15	42	104	32	193
		Validity %		7.8	21.8	53.9	16.6	100.0
		Cumul.%		7.8	29.5	83.4	100.	
2	I am working under instable environment	Frequency		38	70	85	-	193
		Validity %		19.7	36.3	44.0	19.7	
		Cumul.%		19.7	56.0	100		
3	I am working under inappropriate environment	Frequency	2	18	29	58	86	193
		Validity %	1.0	9.3	15.0	30.1	44.6	100.0
		Cumul.%	1.0	10.4	25.4	55.4	100.	
4	My working environment is initiating me to leave the company	Frequency	19	15	29	73	57	193
		Validity %	9.8	7.8	15.0	37.8	29.5	100.0
		Cumul.%	9.8	17.6	32.6	70.5	100.	

Source: computed from data survey, 2020

Item-1 of the table4.5, shows 15(7.8%) and none agree and strongly agree respectively concerning they are working under the unclean environment. However, 32(16.6%) disagree and 104 (53.9%) agree while 42(21.8%) neutral.

Item-2 of the table4.5, displays 38(19.7%) and none disagree and strongly disagree respectively about they are working under the instable environment. On the other hand, 85(44.0%) disagree whereas 70(36.3%) neutral.

Item- 3 of the table 4.5, indicates 18(24.9%) and 2(4.9%) agree and strongly agree in that order regarding they are working under inappropriate environment. In contrast, 58(30.1%) disagree and 86(44.6%) strongly disagree while 29(15.0%) indifferent about the issue.

Item-4 of the above table also indicates 15(7.8%) and 19(9.8%) agree and strongly agree respectively regarding the working environment initiating them to leave. However, 57(29.5%) disagree and 73(37.8%) strongly disagree whereas 29(15.0%) were neutral.

According to the respondents the majority agreed that their working environment is clean, stable, appropriate and not initiating them to leave.

➤ Job related factors

Table 4.6: Frequency Distribution-Respondents' Response about Job related factors (MOR)

s/n	Items	Distribution	Respondent categories					Total
			SA	A	N	D	SD	
1	There is a good fit between my current job and my profession	Frequency	58	36	57	42	-	193
		Validity %	30.1	18.7	29.5	21.	-	100
		Cumul.%	30.1	48.7	78.2	100	-	
2	I am happy with my job	Frequency	23	9	61	68	32	193
		Validity %	11.9	4.7	31.6	35.2	16.6	100
		Cumul.%	11.9	16.6	48.2	83.4	100	
3	Enough autonomy is allowed in my job	Frequency	32	35	45	71	10	193
		Validity %	16.6	18.1	23.3	36.8	5.2	100
		Cumul.%	16.6	34.7	58	94.8	100	
4	I am working less than my capacity	Frequency	-	32	44	76	41	193
		Validity %	-	16.6	22.8	39.4	21.2	100
		Cumul.%	-	16.6	39.4	78.8	100	
5	I am assigned according to my specialty	Frequency	22	65	65	41	-	193
		Validity %	11.4	33.7	33.7	21.2		100
		Cumul.%	11.4	45.1	78.8		100	
6	The amount of workload in my current job is reasonable	Frequency	8	141	33	11	-	193
		Validity %	4.1	73.1	17.1	5.7	-	100
		Cumul.%	4.1	77.2	94.3	100		
7	The workload is divided	Frequency	22	68	54	49	-	193

	equally among all members	Validity %	11.4	35.2	28	25.4	-	100
		Cumul.%	11.4	46.6	74.6	100		
8	I am rewarded with better appraisal rates and grade promotions for I am working more	Frequency	38	22	47	66	20	193
		Validity %	19.7	11.4	24.4	34.2	10.4	100
		Cumul.%	19.7	31.1	55.5	89.6	100	

Source: Source: computed from data survey, 2020

Item-1 of the table4.6, 36(18.7%) and 58(30.1%) of the respondents agree and strongly agree respectively regarding there is good fit between their current job and their profession. However, 42(21.8%) disagree. Whereas 57(29.5%) were neutral.

Item-2 of the table4.6, 23(11.9%) and 9(4.7%) of the respondents strongly agree and agree respectively regarding their happiness towards their job. However, 68(35.2%) disagree, 32(16.6%) strongly disagree. Whereas 61(31.6%) were neutral.

Item-3of the table4.6, 35(18.1%) and 32(16.6%) of the respondents agree and strongly agree respectively regarding autonomy allowed in their job. However, 71(36.8%) disagree, 10(5.2%). Whereas 45(23.3%) were neutral.

Item-4of the table4.6, 32(16.6%) of the respondents agree respectively regarding working less than their ability. However, 76(39.4%) disagree, 41.2(21.2%) strongly disagree. Whereas 44(22.8%) were neutral

Item-5 of the table4.6, 65(33.7%) and 22(11.4%) of the respondents agree and strongly agree respectively regarding their assignment regarding their specialty. However, 41.2(21.2%) disagree. Whereas 65(33.7%) were neutral.

Item-6 of the table4.6, 114(73.1%) and 8(4.1%) of the respondents agree and strongly agree respectively regarding the amount of work load. However, 11(5.7%) disagree. Whereas 33(11.7%) were neutral.

Item-7 of the table4.6, 68(35.2%) and 22(11.4%) of the respondents agree and strongly agree respectively regarding the work load is divided along all members. However, 49(25.4%) disagree. Whereas 54(28%) were neutral.

Item-8 of the table4.6, 22(11.4%) and 38 (19.7%) of the respondents agree and strongly agree respectively regarding their reward with respect to working more. However 66 (34.2%), and 20 (10.4%) disagree and strongly disagree. Whereas 47(24.4%) were neutral. According to their response the majority agrees that there is a good fit but disagreed about enough autonomy existence, promotion rate based on performance and they are also unhappy with their current job.

4.3.2 Descriptive Analysis of Turnover Intention (Dependent Variables) of (MOR)

Table 4.7: Frequency Distribution-Respondents' Response about turnover intention (MOR)

s/n	Items	Distribution	Respondent categories					Total
			SA	A	N	D	SD	
1	As soon as I find a better job, I will leave this organization	Frequency	18	61	32	36	46	193
		Validity %	9.3	31.6	16.6	18.7	23.8	100.0
		Cumul.%	9.3	28	44.6	76.2	100.	
2	I am actively looking for a job outside of this organization	Frequency	-	72	27	86	8	193
		Validity %		37.3	14.0	44.6	4.1	100
		Cumul.%		58.5	58.5	95.9	100.	
3	I am seriously thinking of quitting my job.	Frequency	27	48	27	70	21	193
		Validity %	14.0	24.9	14.0	36.3	10.9	100.0
		Cumul.%	14.0	50.3	14.0	89	100.	
4	I often think about quitting	Frequency	41	69	25	35	23	193
		Validity %	21.2	35.8	13.0	18.1	11.9	100.0
		Cumul.%	21	57	69	88	100	
5	I think I will still be working at this organization two years from now.	Frequency	48	29	22	77	17	193
		Validity %	24.9	15.0	11.4	39.9	8.8	100.0
		Cumul.%	24	64	76	91	100	

Source: Computed from data survey, 2020

Item-1 of the table 4.7, 18(9.3%) and 61(31.6%) strongly agree and agree respectively about As soon as they find a better job; they will leave the current organization. However, 36(18.7%) disagree and 46(23.8%) strongly disagree while 32(16.6 %) neutral.

Item-2 of the table 4.7, shows 72(37.3%) agree about actively looking for a job outside of this organization. But 72 (37.3%) 86(44.6%) disagree and 8(4.1%) strongly disagree while 27(14.0%) remain neutral.

Item-3 of the table 4.7, displays 48(24.9%) and 27(14.0%) agree and strongly agree respectively about the seriously thinking of quitting their job. However 70 (36.3%) disagree and 21 (10.9%) strongly disagree whereas 27(14.0%) neutral about the question.

Item-4 of the table 4.7, shows 69(35.8%) and 41(21.2%) of the respondents agree and strongly agree about they are often thinking for quitting. On the other hand, 35(18.1%) disagree and 23(11.9%) strongly disagree while 25(13.0%) neutral about the issue.

Item-5 of the table 4.7, also shows 29 (15.0%) and 48(24.9%) agree and strongly agree respectively about they will still be working at this organization two years from now. But 77 (39.9%) disagree and 17(8.8%) strongly disagree. while 22(11.4%) of respondents remain neutral.

According to the response Based on the respondents' responses, one can conclude that employees are looking for better job opportunity from outside and decide to leave the organizations if they get better opportunity.

4.4 Inferential Analysis (MOR)

Inferential analysis is used to provide the general conclusion of the research. And inferential analysis is also an explanation of the relationship between independent variable and dependent variable. In this research, there are five hypotheses that are tested by using Pearson Correlation Coefficient and Multiple Regression Analysis for both of the ministry offices.

Simple Linear Regression Analysis

Assumptions of Simple Linear Regression Analysis

In this regard, normality of both predictor and predicted variables and the linearity of relationship between the independent and dependent variables were checked, and the results presented as follows.

Normality

Among several ways to check for the normality assumptions for simple linear regression analysis, it is advisable to inspect to see if a distribution is normal through histogram and a P-P plot (probability–probability plot). Therefore, to establish the validity of these assumptions, the researcher also checks for the normality through histogram and P-P plot as follows.

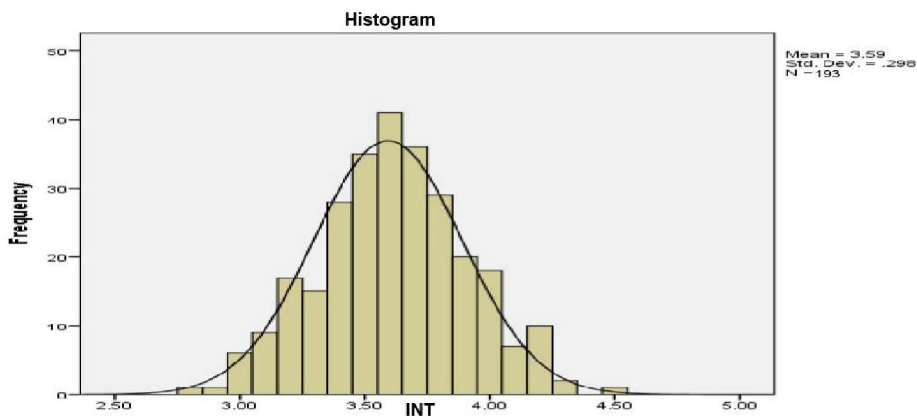


Figure 2: histogram of MOR

The histogram looks like a normal distribution (bell-shaped curve) and the distribution was roughly normal. Moreover, the histogram (the curve) was perfectly skewed (symmetrical). Therefore, we can conclude that, we have good model for the data; and possibly, we can infer to the population in the organization.

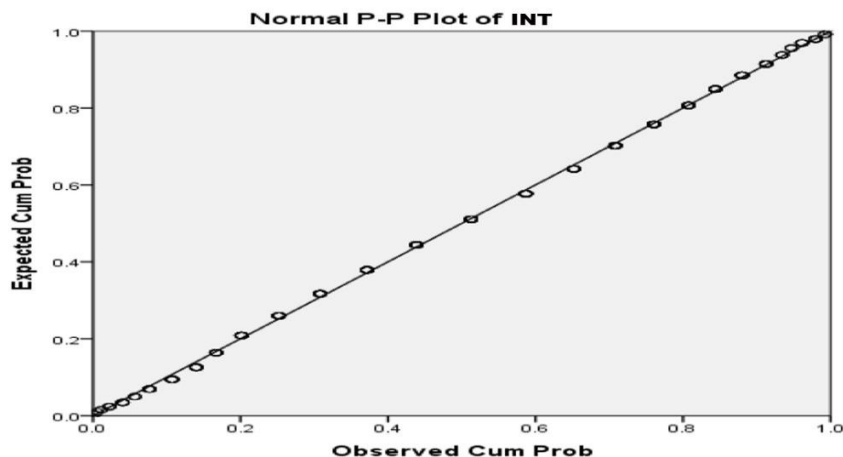


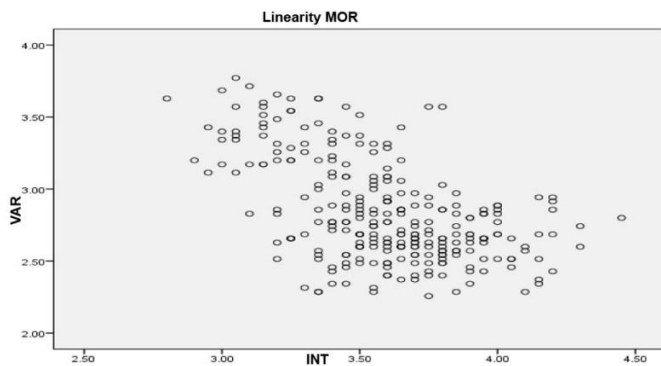
Figure 3: Normally Distributed Error for MOR

Source: Own survey, computed in SPSS, 2020

The normal probability plot also shows that there are no deviations from normality. The straight line in this plot represents a normal distribution, and the points represent the observed residuals in the organization.

Linearity

Since general linear model assume linearity, it is necessary testing for non-linearity. In this regard as Garson (2012) pointed out, simple inspection of scatter plots is a common method for determining if nonlinearity exists in a relationship.



The dots are scattered downward trend (negative slope) which means, there is a negative linear relationship exists between the main variables.

Multicollinearity

In multiple regression analysis, the regression coefficients become less reliable as the degree of correlation between the independent variables increases. Thus, if there is a high degree of correlation between independent variables, we have a problem of what is commonly described as the problem of multicollinearity (Kothari, 2004).

4.4.1. Pearson Correlation Test

Correlation between salary and benefit of employee, employee supervisor relationship, career growth working environment, Job related factors and turnover Intention explained below for Ministry of Revenues.

There is strong and negative relationship between salary and benefit and turnover intention($r=-.816$, $p=.000$), Thus the result supports for hypothesis states that salary and benefits of employee negatively related to turnover intention for employees at Ministry of Revenues. The correlation of $p=0.000$, $p<0.01$ also indicates that salary and benefit of employee has significant relationship with turnover intention at significant level of 0.01(Table 4.8). There is a significant negative relationship between reward system and turnover intention.

There is strong and negative relationship between relationship of supervisor -employee and turnover intention($r=-.893$, $p=.000$), Thus the result supports for hypothesis states that employee supervisor relation negatively related to turnover intention for employees at Ministry of Revenues. The correlation of $p=0.000$, $p<0.01$ also indicates that supervisor -employee has significant relationship with turnover intention at significant level of 0.01(Table 4.8). There is a significant negative relationship between employee supervisor relation and turnover intention.

There is strong and negative relationship between career growth and turnover intention($r=-.702$, $p=.000$), Thus the result supports for hypothesis states that career growth negatively related to turnover intention for employees at Ministry of Revenues. The correlation of $p=0.000$, $p<0.01$ also indicates that career growth has significant relationship with turnover intention at significant level of 0.01(Table 4.8). There is a significant negative relationship between employee supervisor relation and turnover intention.

There is weak negative relationship between working environment and turnover intention($r=-.4$, $p=.008$), Thus the result supports for hypothesis states that working environment is negatively related to turnover intention for employees at Ministry of Revenues. The correlation of $p=0.008$, $p<0.01$ also indicates that working environment has significant relationship with turnover intention at significant level of 0.01(Table 4.8).

There is strong and negative relationship between job related factors and turnover intention($r=-.841$, $p=.000$) , Thus the result supports for hypothesis states that job related factor is negatively related to turnover intention for employees at Ministry of Revenues. The correlation of $p=0.000$, $p<0.00$ also indicates that job related factor has significant relationship with turnover intention at significant level of 0.001(Table 4.8).

Table 4.8 Correlation between Dependents and Independent Variables (MOR)

Correlations

		sal score	Rln score	car score	work score	job score	int score
sal score	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	193					
Rln score	Pearson Correlation	.766**	1				
	Sig. (2-tailed)	0					
	N	193	193				
car score	Pearson Correlation	.678**	.662**	1			
	Sig. (2-tailed)	0	0.006				
	N	193	193	193			
work score	Pearson Correlation	.194	.102	.149	1		
	Sig. (2-tailed)	0	0.005	0			
	N	193	193	193	193		
job score	Pearson Correlation	.858**	.844**	.706**	.123	1	
	Sig. (2-tailed)	0	0	0	0.026		
	N	193	193	193	193	193	
int score	Pearson Correlation	-.816**	-.893**	-.702**	-0.406	-.841**	1
	Sig. (2-tailed)	0	0	0	0.008	0	
	N	193	193	193	193	193	193

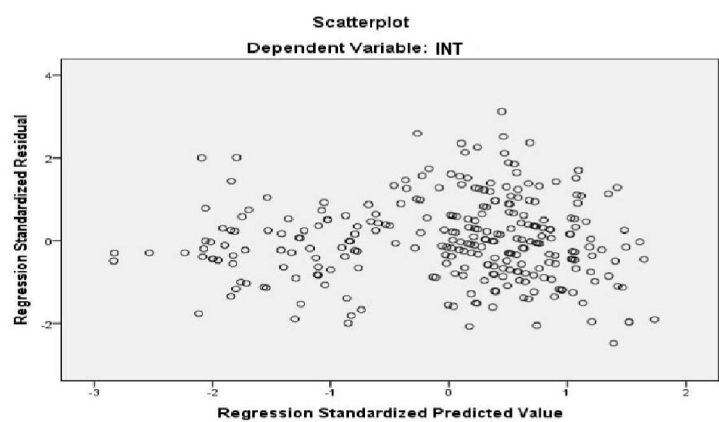
** . Correlation is significant at the 0.01 level (2tailed).

Homoscedasticity

Based on the explanation by Field (2009), at each level of the predictor variables, the variance of the residual terms should be constant. This just means that the residuals at each level of the predictors

should have the same variance, therefore checking for this assumption is helpful for the goodness of the regression model. In this regard, to plot the homoscedasticity analysis, as suggests by Field (2009), the researcher plot the standardized residuals, or errors (ZRESID) on the Y axis and the standardized predicted values of the dependent variable based on the model (ZPRED) on the X axis and the result is presented as follows.

Figure 4: Homoscedasticity



4.4.2 Multiple Regression Analysis

In this section the multi liner regression analyses take part to find out any association between the independent variables that is casual factors of employee turnover (salary and benefit, relationship of supervisor with employee, career growth, working environment and job related factors) and the dependent variable turnover intension at Ministry of Revenues.

➤ Analysis and Interpretation for Level of Contribution on Turnover Intention

Liner multiple regression model analysis was conducted while the model is using different measurement coefficients including R, R square, estimated error values were each has their own definition and implications. As it is presented in the below table as follows:-

Table 4.9 Model Summary of Regression Analysis of MOR

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.863 ^a	.837	.807	.37544

a. Predictors: (Constant), job score, work score, car score, Rln score, sal score

b. Dependent Variable: Turn over intention

The multiple linear regression of turn over intention against its variables for the sample size of 193 employees revealed that, the correlation between the observed value of turn over intention and the optimal linear combination of the independent variables is 0.863, as indicated by multiple R. Besides, given R square value of 0.837 and the adjusted R square value of 0.807, it may be realized that 83.7% of the variation in turn over intentions can be explained by the independent variables. The remaining 16.3% of the variance is explained by other variables not included in the study.

Table 4.10: Analysis of ANOVA between predictors and dependent variables of the respondents

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	93.047	5	18.609	60.320	.000 ^a
	Residual	57.692	187	.309		
	Total	150.739	192			

a. Predictors: (Constant), job score, work score, car score, Rln score, sal score

b. Dependent Variable: int score

The above table 4.10 shows the analysis of ANOVA between predictors that are salary and benefit, supervisors and employee relation, career growth, job related factors and working environment and the dependent variable turnover intention. The probability value which is assumed to be ($p < 0.01$) that the level of significance for multiple regression analysis to

interpret the results is set at 0.01 which indicates that the regression relationship was highly significant in this study case which is 0.000 indicates how the independent variables are significant

Table 4.11: Analysis of Coefficients between the independent and dependent variables of the respondent

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.834	.392		20.005	.000
	sal score	-.498	.068	-.697	-9.435	.000
	Rln score	-.585	.082	-.778	-2.002	.007
	car score	-.140	.078	-.019	-.242	.009
	work score	-.280	.066	-.372	-5.646	.000
	job score	-.305	.071	-.394	-5.535	.000

a. Dependent Variable: int score

Source own survey ,2020

Where: - β relative importance of the significant predictor

The multiple regression linear equation of the analysis as it was obtained from the above table is

$$Y= \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5+ \varepsilon$$

Y= Employee Turnover Intention β0= Y intercept β1to β5 = regression coefficients

X1= Benefit and salary

X2= Relationship of supervisor with employee

X3= Career growth

X4= Working environment

X5= Job related factors

ε = error

The standardized coefficients of B column, gives us the coefficients of the independent variables in the regression equation including all the predictor variables as

Indicated below:

The predicted Turn over intention Score = $7 + -0.498(\text{salary and benefit}) + -0.585(\text{Employee supervisor relation}) + -0.140(\text{career growth}) + -0.305(\text{Job related factors}) + -0.280(\text{working environment})$

From the regression analysis we understand employee boss relationship is the predictor variable that contributes to the variation of the turnover intention which is the first highest as Beta value of standardized coefficients is -0.585 . It is the highest contribution and the major factor influencing employee turnover intention in MOR compare to salary and benefit, career growth, job related factors, working environment. And significant value of $p=.007$

Salary and benefit is the predictor variable that contributes the second highest to the variation of the turnover intention. This is because Beta value of standardized coefficients for this predictor variable is -0.498 as compare to other predictor variables (career growth, job related factors, working environment). And significant value of $p=.000$

Job related factor is the predictor variable that contributes the third highest to the variation of the dependent variable, turnover intention. The Beta value of standardized coefficient for this predictor variable is -0.305 as compare to other predictor variables career growth and working environment). And significant value of $p=.000$

Working environment is the predictor variable that contributes the fourth highest to the variation of the dependent variable, turnover intention. The Beta value of standardized coefficient for this predictor variable is -0.280 as compare to career growth. And significant value of $p=.000$

Career growth is the last variable to predict the dependent variable, turnover intention. The Beta value of standardized coefficient for this predictor variable is -0.140 . And significant value of $p=.009$

4.5 Demographic Characteristics' of Respondent (MOT)

Table 4.12:- The summary the Demographic Characteristics' of Respondent of the Ministry of Transport.

Demographic characteristics	Variable	Frequency	Percent	Valid Percent %	Cumulative percent %
Gender	Male	80	58.0	58.0	58.0
	Female	57	42.0	42.0	100
	Total	137	100	100	
Age	20 to 30	54	39.15	39.15	39.15
	31 to 40	40	29.0	29.0	68.15
	41 to 50	31	22.4	22.4	91.35
	> 50	12	9.45	9.45	100
	Total	137	100	100	
Marital status	Single	40	29.2	29.2	29.2
	Married	87	63.5	63.5	92.7
	Divorced	10	7.3	7.3	100
	Widowed	-	-	-	-
	Total	137	100	100	
Education	Diploma	37	26.8	26.8	26.8
	Degree	82	59.45	59.45	86.25
	Masters	18	13.05	13.7	100
	PhD	-	-	-	-
	Total	137	100	100	
Number of years working	< 5 years	58	42.05	42.05	42.05
	5 - 10 years	36	26.1	26.1	68.15
	10 - 20years	32	23.2	23.2	91.35
	> 20 years	11	8.65	8.65	100
	Total	137	100	100	
Job title	Leadership	27	19.7	19.7	19.7
	Professional	73	53.3	53.3	73
	Nonprofessional	37	27	27	100
	Total	137	100	100	

The above table 4.12 presents the sex composition of the respondents that female are accounted (42%) that is 57 in number and male are 80(58%) out of the total 137 respondents. It can be understood that the number of female respondents is less than male respondents.

The age distribution of the respondent showed that the majority participant were from age 20 to 30 years old, which are 54(39.15%), followed by the age categories 31 to 40 that counts 40(29.0%) . The age group between 41-50 and > 50 years have a value of 31(22.4) % and 12 (8.7) % respectively. This implies that majority of employees at Ministry of Transport are younger work force.

Data on the marital status showed that majorities of the respondents were married which occupied 87 (63.5%) of the total respondents while 40 (29.2 %) respondents were single, 10 respondents(7.3%) were divorced and 1 respondents (0.5 %) were widowed.

Table 4.12 also presented the educational level of the respondents. 37(26.8%) respondents are Diploma holders, while 82(59.45%) respondents have university degree and 18 (13.05%) respondents have master's degree. There are no respondents who have PhD degree. Depending on the respondents' response of education levels the distribution showed that the majority of the respondent have Universities degree. This implies that the organization has educated man power.

The respondent's employment period in ministry of revenue showed that 58(42.05%)employee <5 years ,while 36(26.1%) of the respondents have 5-10 years of experience in the organization, and 32(23.2%) of respondents serve for 10-20 to. The number of respondents spent more than 20 years & above in the organization represent 11(7.97%) of the total respondents. So, based on the data obtained most of the organization of the employees served <5 years. This implies that the organization has less experienced employee

Table 4.12 at last represents respondent's employment position .From these 73(53.3%) of the respondents were professionals, while 27(19.7) %and 37(27) %where leaders and non professionals respectively .This implies that the majority of the work force are expert.

4.6 Descriptive Analysis of Casual Factors and Employee Turnover Intention (MOT)

4.6.1 Descriptive Analysis of independent variables (MOT)

➤ Salary and Benefit

Table 4.13: Frequency Distribution-Respondents' Response about Salary and Benefits of Employee

s/n	Items	Distribution	Respondent categories					Total
			SA	A	N	D	SD	
1	My pay is adequate for normal payment	Frequency	-	16	33	87	1	137
		Validity %	-	11.7	24.1	63.5	0.7	100
		Cumul.%	-	11.7	75.2	99.3	100	
2	I am satisfied with my pay	Frequency	-	3	47	86	1	137
		Validity %	-	2.2	34.3	62.8	0.7	100
		Cumul.%	-	2.2	36.5	99.3	100	
3	My pay is more sufficient for my living expenses	Frequency	-	4	14	115	4	137
		Validity %	-	2.9	10.2	83.9	2.9	100
		Cumul.%	-	2.9	13.1	97.1	100	
4	I am paid according to my working experience	Frequency	-	25	71	40	1	137
		Validity %	-	18.2	51.8	29.2	0.7	100
		Cumul.%	-	18.2	70.1	99.3	100	
5	Pay increase is depend on my performance	Frequency	-	2	68	61	6	137
		Validity %	-	1.5	49.6	44.5	4.4	100
		Cumul.%	-	1.5	51.1	95.6	100	
6	Pay is paid equal to the work done	Frequency	-	25	45	63	4	137
		Validity %	-	18.2	32.8	46	2.9	100
		Cumul.%	-	18.2	51.1	97.1	100	
7	My pay is very secure	Frequency	-	49	83	5	-	137
		Validity %	-	35.8	60.6	3.6	-	100
		Cumul.%	-	35.8	96.4	100	-	

Source own survey, 2020

Item-1 of table 4.13, 16(11.7%) of the respondents agree and about their pay is adequate for normal payment. In contrast, 87(63.5%) disagree and 1(0.7%) strongly disagree whereas 33(24.1%) of respondent are neutral.

Item-2 of the table indicates 3(2.2%) and none of the respondents agree and strongly agree respectively regarding their satisfaction with their payment. whereas, 86(62.8%) disagree and 1(0.7%) strongly disagree while 47(34.3 %) were neutral

Item-3 of the table shows that 4(2.9%) and 6(2%) agree about their payment is sufficient for their living expenses. The other respondents' 115(83.9%) disagree and 4(2.9%) strongly disagree regarding the question while 14(10.2%) were neutral.

Item-4 of the above table indicates, 25(18.2%) agree. However, 40(29.2%) disagree and 1(0.7%) strongly disagree whereas about 71(51.8%) neutral about their pay with respective of working experience

Item-5 of the above table shows 2(1.5%) agree about their payment is increases depends on their performance result. But, 61(44.5%) disagree and 6(4.4%) strongly disagree whereas 68(49.6%) of the respondents not support the agreement or disagreement.

Item-6 of the above table also indicates 25(18.2%) agree regarding their payment is paid equal to the work done. However, 63(46%) disagree and 4(2.9) strongly disagree whereas 45(32.8%) were neutral.

Item-7 of the table shows 49(35.8%) agree about their payment is very secure. However, 5(3.6%) disagree about the issue while 83(60.6%) neutral.

According to the respondents result the majority agreed their pay is not adequate, insufficient, unsatisfying, the pay is not according to working experience, performance and work done.

➤ Supervisor and Employee Relationship

Table 4.14: Frequency Distribution-Respondents' Response about Supervisor-Employee Relationship (MOT)

s/n	Items	Distribution	Respondent categories					Total
			SA	A	N	D	SD	
1	My supervisor always ask suggestion from me	Frequency	-	55	82	-	-	137
		Validity %	-	40.1	59.9	-	-	100
		Cumul.%	-	40.1	100	-	-	
2	My supervisor is a responsible person	Frequency	7	104	26	-	-	137
		Validity %	5.1	75.9	19	-	-	100
		Cumul.%	5.1	81	100	-	-	
3	My supervisor admires good works	Frequency	3	118	15	1	-	137
		Validity %	2.2	86.1	10.9	0.7	-	100
		Cumul.%	2.2	88.3	99.3	100	-	
4	My supervisor is influential person to shape me	Frequency	7	74	56	-	-	137
		Validity %	5.1	54	40.9	-	-	100
		Cumul.%	5.1	59.1	100	-	-	
5	My supervisor gives enough supervision to me	Frequency	6	116	13	2	-	137
		Validity %	4.4	84.7	9.5	1.5	-	100
		Cumul.%	4.4	89.1	98.5	100	-	
6	My supervisor understands the nature of my work	Frequency	6	105	25	1	-	137
		Validity %	4.4	76.6	18.2	0.7	-	100
		Cumul.%	4.4	81	99.3	100	-	
7	My supervisor is always ready to provide assistance	Frequency	10	101	25	1	-	137
		Validity %	7.3	73.7	18.2	0.7	-	100
		Cumul.%	7.3	81	99.3	100	-	

Source: own survey 2020

Item-1 of table 4.14, shows 55(40.1%) agree and strongly agree respectively regarding their feeling the management of the organization shows a genuine interest in fixing the issues/problems in their role. while 82(59.9%) neutral.

Item-2 of the table4.14, shows 104(75.9%) and 7(5.1%) agree and strongly agree in that orders. whereas 26(19%) were neutral about their supervisor is a responsible person.

Item-3 of the table4.14, 118(86.1%) agree and 3(2.2%) strongly agree respectively about their Supervisor admirers good works .Oppositely, 1(0.7%) disagree and 7 (3.6%).While, 15(10.9%) indifferent.

Item-4 of table 4.14, shows 74(54%) and 7(5.1%) agree and strongly agree respectively regarding their feeling the manager of the organization is influential. While56(40.9%) neutral.

Item-5 of the table4.14, shows 116 (84.7%) and 6(4.4%) agree and strongly agree in that orders. However, 2(1.5%) disagree. Whereas, 13(9.5%) were neutral about their supervisor gives enough supervision.

Item-6 of the table4.14, shows 105 (76.6%) and 6(4.4%) agree and strongly agree in that orders. However, 1(0.7%) disagree. Whereas, 25(18.2%) were neutral about their supervisor gives enough supervision.

Item-7 of the table4.14, shows 101(73.7%) and 10(7.3%) agree and strongly agree in that orders. However, 1(0.7%) disagree. While 25(18.2%) were neutral about their supervisor provide assistance.

According to the respondent response the majority agreed that their supervisors inquire suggestion from them and enough supervision and assistance is provided and the supervisory is responsible and influential person.

➤ Career Growth

Table 4.15: Frequency Distribution-Respondents' Response about Career Growth (MOT)

s/n	Items	Distribution	Respondent categories					Total
			SA	A	N	D	SD	
1	Promotion in my organization is quite good	Frequency	-	6	80	51	-	137
		Validity %	-	4.4	58.4	37.2	-	100
		Cumul.%	-	4.1	62.8	100		
2	Promotion in my organization is based on performance result	Frequency	-	3	56	78	-	137
		Validity %		2.2	40.9	56.9	-	100
		Cumul.%		2.2	43.1	100		
3	Promotion in my organization is frequent	Frequency	-	30	41	66	-	137
		Validity %	-	21.8	29.8	48.1	-	100
		Cumul.%		21.8	51.7	100		
4	Promotion in my organization is regular	Frequency	2	43	45	45	2	137
		Validity %	1.5	32.2	33.7	33.5	1.5	100
		Cumul.%	1.5	33.7	67.5	98.5	100	
5	The chances for promotions in my organization is fair	Frequency	-	29	21	87	-	137
		Validity %		21.2	15.5	63.5		100
		Cumul.%		21.2	36.5	100		
6	Promotion in my organization depend on the length of service	Frequency	-	27	53	57		137
		Validity %		19.7	39.6	40.6		100
		Cumul.%		40.6	80.2	100		

Source: own survey 2020

Item-1 of the table4.15, 6(4.4%) agree about their promotion in the organization is quite good. Oppositely, 51(37.2%) disagree .while 80(58.4%) indifferent.

Item-2 of table 4.15, shows 3(2.2%) regarding their feeling promotion on their organization based on performance result. In contrast, 78(56.9%) disagree. while 56(40.9%) neutral.

Item-3 of the table 4.15, 30(21.87%) agree respectively about promotion on their organization is frequent .Oppositely, 66(29.89%) disagree .while 41(29.89%) indifferent.

Item-4 of the above table shows 43(32.25%) and 2(1.5%) of the respondents agree and strongly agree respectively about the promotion in the organization is regular. But, 45(33.75%) disagree and 2(1.5%) strongly disagree whereas 45(33.75%) of the respondents not support the agreement or disagreement.

Item-5 of table 4.15 shows 29(21.2%) agree respectively regarding their feeling promotion on their organization is regular. In contrast, 87(63.5%) disagree and none strongly disagree. while 21 (15.3%) neutral.

Item-6 of the above table also indicates 27(19.71%) agree respectively regarding their payment is paid equal to the work done. However, 57(40.6%) disagree .whereas 60(43.8%) were neutral.

According to the response promotion in their organization is not good, not based on experience and performance and unfair.

➤ Working Environment

Table 4.16: Frequency Distribution-Respondents' Response about Working Environment (MOT)

s/n	Items	Distribution	Respondent categories					Total
			SA	A	N	D	SD	
1	I am working under the unclean environment	Frequency	-	-	34	92	11	137
		Validity %	-	-	24.8	67.2	8	100
		Cumul.%	-	-	24.8	92	100	
2	I am working under instable environment	Frequency	-	-	54	70	13	137
		Validity %	-	-	39.4	51.1	9.5	100.0
		Cumul.%	-	-	39.4	90.5	100	
3	I am working under inappropriate environment	Frequency	-	-	1	124	12	137
		Validity %	-	-	0.7	90.5	8.8	100.0
		Cumul.%	-	-	0.7	90.5	100.0	

4	My working environment is initiating me to leave the company	Frequency	-	1	4	119	13	137
		Validity %	-	0.7	2.9	86.9	9.5	100
		Cumul.%	-	0.7	3.6	90.5	100	

Source: own survey 2020

Item-1 of the table4.16, shows Concerning working under the unclean environment 92(67.2%) disagree and 11 (8%) strongly agree while 34(24.8%) neutral.

Item-2 of the table4.16, About working under the instable environment 70(51.1%) disagree and 13(9.5%)strongly disagree. Whereas, 54(39.4%) were neutral.

Item- 3 Regarding working under inappropriate environment 124(90.5%) disagree and 12(8.8%) strongly disagree while 1(0.7%) indifferent about the issue.

Item-4 of the above table also indicates 1(0.7%) strongly agree respectively regarding the working environment initiating them to leave. However, 119(86.9%) disagree and 13(9.5%) strongly disagree whereas 4(2.9%) were neutral.

According to the respondents the majority agreed that their working environment is clean, stable, appropriate and not initiating them to leave.

➤ Job Related Factors

Table 4.17: Frequency Distribution-Respondents' Response about Job Related Factors (MOT)

s/n	Items	Distribution	Respondent categories					Total
			SA	A	N	D	SD	
1	There is a good fit between my current job and my profession	Frequency	-	33	47	57		137
		Validity %	-	24.1	34.3	41.6		100
		Cumul.%	-	41.6	75.9	100	-	
2	I am happy with my job	Frequency	-	1	53	83	-	137
		Validity %	-	0.7	38.7	60.6	-	100
		Cumul.%	-	0.7	39.4	100	-	

3	Enough autonomy is allowed in my job	Frequency	-	67	62	8	-	137
		Validity %	-	48.9	45.3	5.8	-	100
		Cumul.%	-	48.9	94.2	100	-	
4	I am working less than my capacity	Frequency	-	8	4	125	-	137
		Validity %	-	5.8	2.9	91.2	-	100
		Cumul.%	-	5.8	8.8	100	-	
5	I am assigned according to my specialty	Frequency	-	15	50	72		137
		Validity %	-	10.9	36.5	52.6		100
		Cumul.%	-	52.6	89.1	100	-	
6	The amount of workload in my current job is reasonable	Frequency	-	20	45	72	-	137
		Validity %	-	14.6	32.8	52.6	-	100
		Cumul.%	-	14.6	47.4	100	-	
7	The workload is divided equally among all members	Frequency	-	15	60	62	-	137
		Validity %	-	10.9	43.8	45.3	-	100
		Cumul.%	-	10.9	54.7	100	-	
8	I am rewarded with better appraisal rates and grade promotions for I am working more	Frequency	-	14	32	91	-	137
		Validity %	-	10.2	23.4	66.4	-	100
		Cumul.%	-	10.2	33.6	100	-	

Source: own survey 2020

Item-1 of the table4.17, 33(24.1%) respondents agree regarding there is good fit between their current job and their profession. However, 47(34.3%) disagree. Whereas 57(41.6%) were neutral.

Item-2 of the table4.17, 1(0.7%) of the respondents agree regarding their happiness towards their job. However, 83(60.6%) disagree. Whereas 53(38.7%) were neutral.

Item-3 of the table4.17, 67(48.9%) respondents agree respectively regarding autonomy allowed in their job. However, 62(45.3%) disagree. Whereas, 62(45.3%) were neutral.

Item-4 of the table4.17, 8(5.8%) of the respondents agree respectively regarding working less than their ability. However, 125(91.2%) disagree. Whereas 4(2.9%) were neutral

Item-5 of the table4.17, 15(10.9%) of the respondents agree regarding their assignment based on their

specialty. However, 72(52.6%) disagree. Whereas 50(36.5%) were neutral.

Item-6 of the table4.17, 20(14.6%) of the respondents agree regarding the amount of work load.

However, 72(52.6%) disagree. Whereas 45(32.8%) were neutral.

Item-7 of the table4.17, 15(10.9%) of the respondents agree regarding the work load is divided along all members. However, 62(45.3%) disagree. Whereas 60(43.8%) were neutral.

Item-8 of the table4.17, 14(10.2%) agree regarding their reward with respect to working more. However 91 (66.4%) disagree. Whereas 32(23.4%) were neutral.

According to their response the majority agrees that there is a bad fit, not happy with their job, not assigned based on their specialty and not rewarded for working more.

4.6.2 Descriptive Analysis of Turnover (Intention Dependent variable at MOT)

Table 4.18: Frequency Distribution-Respondents' Response about turnover intention (MOT)

s/n	Items	Distribution	Respondent categories					Total
			SA	A	N	D	SD	
1	As soon as I find a better job, I will leave this organization	Frequency	43	75	-	19	-	137
		Validity %	31.4	54.7	-	13.9	-	100
		Cumul.%	31.4	86.1	-		100	
2	I am actively looking for a job outside of this organization	Frequency	53	48	3	33	-	137
		Validity %	38.7	35	2.2	24.1	-	100
		Cumul.%	38.7	73.7	75.9	100		
3	I am seriously thinking of quitting my job.	Frequency	50	38	15	33	1	137
		Validity %	36.5	27.7	10.9	24.1	0.7	100
		Cumul.%	36.5	64.2	75.2	99.3	100	
4	I often think about quitting	Frequency	34	36	15	52	-	137
		Validity %	24.8	26.3	10.9	38	-	100
		Cumul.%	24.8	51.1	62	100	-	
5	I think I will still be working at this organization two years from now.	Frequency		23	47	64	3	137
		Validity %		16.8	34.3	46.7	2.2	100
		Cumul.%		97.8	81	46.7	100	

Source: own survey 2020

Item-1 of the table 4.18, 43(31.4%) and 75(54.7%) strongly agree and agree respectively about As soon as they find a better job, they will leave the current organization. However, 19(13.9%) disagree.

Item-2 of the table 4.18, shows 48(35%) and 53(38.7%) agree and strongly agree about actively looking for a job outside of this organization. But 33(24.1%) disagree. While, 3(2.2%) remain neutral.

Item-3 of the table 4.18, displays 38 (27.7%) and 50(36.5%) agree and strongly agree respectively about the seriously thinking of quitting their job. However 33(24.1%) disagree and 1 (0.7%) strongly disagree whereas 15(10.9%) neutral about the question.

Item-4 of the table 4.18, shows 36(26.3%) and 34(24.8%) of the respondents agree and strongly agree about they are often thinking for quitting. On the other hand, 52(38%) disagree .While 15(10.9%) neutral about the issue.

Item-5 of the table 4.18, also shows 23 (16.8%) agree respectively about they will still be working at this organization two years from now. But, 64 (46.7%) disagree and 3(2.2%) strongly disagree. while 47(34.3%) of respondents remain neutral.

According to the response , one can conclude that employees are looking for better job opportunity from outside and decide to leave the organizations if they get better opportunity.

4.7 Inferential Analysis (MOT)

Similarly inferential analysis is used to explain the relationship between independent variables and depended variables in the case of Transport Ministry. Again the five hypotheses would be tested using Pearson Correlation Coefficient and Multiple Regression Analysis for Transport Ministry.

Normality

Among several ways to check for the normality assumptions for simple linear regression analysis, it is advisable to inspect to see if a distribution is normal through histogram and a P-P plot (probability–probability plot). Therefore, to establish the validity of these assumptions, the researcher also checks for the normality through histogram and P-P plot of as follows.

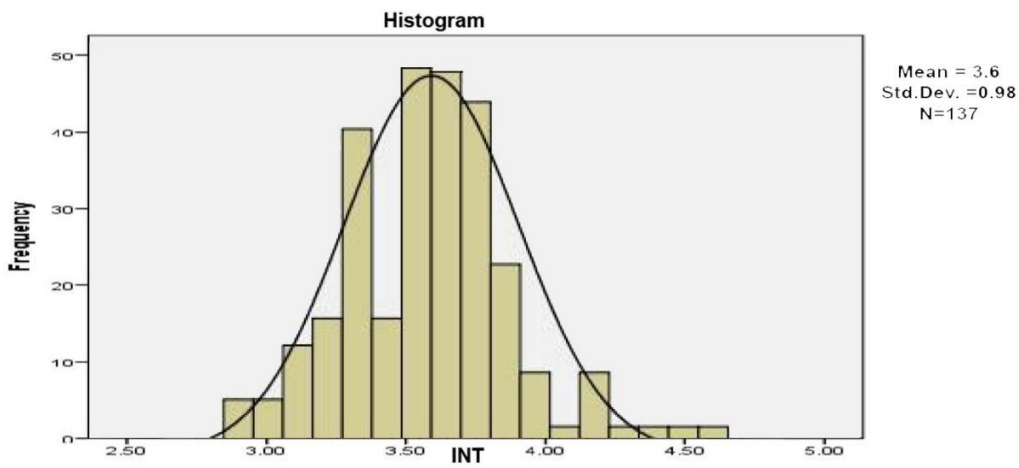
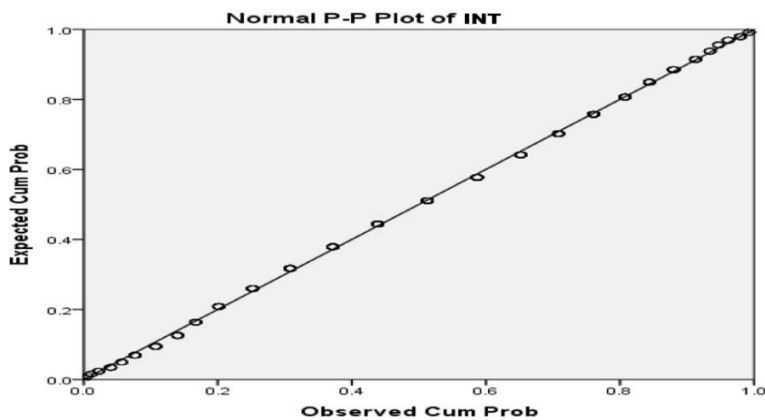


Figure 5: Histogram for MOT



Source: Own survey, computed in SPSS, 2020

The normal probability plot also shows that there are no deviations from normality. The straight line in this plot represents a normal distribution, and the points represent the observed residuals in the organization.

Multicollinearity

In multiple regression analysis, the regression coefficients become less reliable as the degree of correlation between the independent variables increases. Thus, if there is a high degree of correlation between independent variables, we have a problem of what is commonly described as the problem of multicollinearity (Kothari, 2004).

4.7.1. Pearson Correlation Test

Correlation between salary and benefit of employee, employee supervisor relationship, career growth working environment, Job related factors and turnover Intention explained below for Ministry of Transport.

There is strong and negative relationship between salary and benefit and turnover intention($r=-.720$, $p=.000$), Thus the result supports for hypothesis states that salary and benefits of employee negatively related to turnover intention for employees at Ministry of Transport. The correlation of $p=0.000$, $p<0.01$ also indicates that salary and benefit of employee has significant relationship with turnover intention at significant level of 0.01. There is a significant negative relationship between reward system and turnover intention.

There is weak and negative relationship between relationship of supervisor -employee and turnover intention($r=-.023$, $p=.000$), Thus the result supports for hypothesis states that employee supervisor relation negatively related to turnover intention for employees at Ministry of Revenues. The correlation of $p=0.009$, $p<0.01$ also indicates that supervisor -employee has significant relationship with turnover intention at significant level of 0.01. There is a significant negative relationship between employee supervisor relation and turnover intention.

There is strong and negative relationship between career growth and turnover intention($r=-.651$, $p=.003$), Thus the result supports for hypothesis states that career growth negatively related to turnover intention for employees at Ministry of Transport. The correlation of $p=0.003$, $p<0.01$ also indicates that career growth has significant relationship with turnover intention at significant level of 0.01. There is a significant negative relationship between employee supervisor relation and turnover intention.

There is weak negative relationship between working environment and turnover intention($r=-.016$ $p=.075$), .The correlation of $p=0.075$, $p>0.01$ indicates that working environment has weak negative and insignificant relationship with turnover intention.

There is strong and negative relationship between job related factors and turnover intention($r=-.763$, $p=.000$) , Thus the result supports for hypothesis states that job related factor is negatively related to turnover intention for employees at Ministry of Transport. The correlation of $p=0.000$, $p<0.00$ also indicates that job related factor has significant relationship with turnover intention at significant level of 0.001.

Table 19. Correlation between Dependent and Independent Variable (MOT)

Correlations

		salary	Reln	career	work	job	inten
salary	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	137					
Reln	Pearson Correlation	.029	1				
	Sig. (2-tailed)	.004					
	N	137	137				
career	Pearson Correlation	.607**	.260**	1			
	Sig. (2-tailed)	.000	.000				
	N	137	137	137			
work	Pearson Correlation	.052	.469*	.341**	1		
	Sig. (2-tailed)	.008	.008	.005			
	N	137	137	137	137		

Job	Pearson Correlation	.660**	.023	.451**	.016	1	
	Sig. (2-tailed)	.000	.002	.003	.009		
	N	137	137	137	137	137	
inten	Pearson Correlation	-.720**	-.023	-.651**	-.016	-.763**	1
	Sig. (2-tailed)	.000	.009	.003	.075	.000	
	N	137	137	137	137	137	137

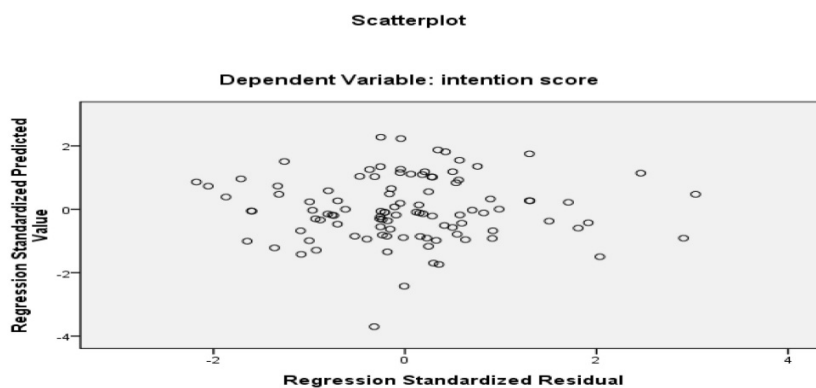
** . Correlation is significant at the 0.01 level (2-tailed).

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

Homoscedasticity

Based on the explanation by Field (2009), at each level of the predictor variables, the variance of the residual terms should be constant. This just means that the residuals at each level of the predictors should have the same variance, therefore checking for this assumption is helpful for the goodness of the regression model. In this regard, to plot the homoscedasticity analysis, as suggests by Field (2009), the researcher plot the standardized residuals, or errors (ZRESID) on the Y axis and the standardized predicted values of the dependent variable based on the model (ZPRED) on the X axis and the result is presented as follows.

Figure 6: Homoscedasticity



4.7.2 Multiple Regression Analysis

In this section the multi liner regression analyses take part to find out any association between the independent variables that is casual factors of employee turnover (salary and benefit ,relationship of supervisor with employee ,career growth, working environment and job related factors), and the dependent variable turnover intension at Ministry of Transport.

➤ Analysis & Interpretation for Level of Contribution on turnover intention

Liner multiple regression model analysis was conducted while the model is using different measurement coefficients including R, R square, estimated error values were each has their own definition and implications. As it is presented in the below table as follows:-

Table 4.20 Model Summary of Regression Analysis of MOT

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.661 ^a	.645	.570	.49241

a. Predictors: (Constant), job score, rln score, salary score, work score, career

The multiple linear regression of turn over intention against its variables for the sample size of 137 employees revealed that, the correlation between the observed value of turn over intention and the optimal linear combination of the independent variables is 0.661, as indicated by multiple R. Besides, given R square value of 0.645 and the adjusted R square value of 0.570, it may be realized that 64.5% of the variation in turn over intentions can be explained by the independent variables. The remaining 35.5% of the variance is explained by other variables not included in the study.

Table 4.21: Analysis of ANOVA between predictors and dependent variables of the respondents

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.392	131	.400	11.068	.000 ^a
	Residual	22.133	5	4.427		
	Total	74.525	136			

a. Predictors: (Constant), job score, rln score, salary score, work score, career

b. Dependent Variable: int score

The above table 4.21 shows the analysis of **ANOVA** between predictors that are salary and benefit, supervisors and employee relation, career growth, job related factors and working environment and the dependent variable turnover intention. The probability value which is assumed to be ($p < 0.01$) that the level of significance for multiple regression analysis to interpret the results is set at 0.01 which indicates that the regression relationship was highly significant in this study case which is 0.000 indicates how the independent variables are significant

Table 4.22: Analysis of Coefficients between the independent and dependent variables of the respondent

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.973	.877		-2.251	.002
	salary score	-.371	.101	-.220	2.168	.000
	rln score	-.103	.134	-.397	-2.968	.008

career	-.241	.180	-.343	1.909	.004
work score	-.107	.136	-.333	2.447	.009
job score	-.427	.174	-.669	3.853	.000

a. Dependent Variable: int score

Where: - β relative importance of the significant predictor

The multiple regression linear equation of the analysis as it was obtained from the above table is

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Y= Employee Turnover Intention

β_0 = Y intercept β_1 to β_5 = regression coefficients

X1= Benefit and salary

X2= Relationship of supervisor with employee

X3= Career growth

X4= Working environment

X5= Job related factors

ε = error

The standardized coefficients of B column, gives us the coefficients of the independent variables in the regression equation including all the predictor variables as

Indicated below:

The predicted Turn over intention Score = $-1.973 + -0.371(\text{salary and benefit}) + -0.103(\text{Employee supervisor relation}) + -0.241(\text{career growth}) + -0.427(\text{Job related factors}) - .107(\text{working environment})$

From the regression analysis we understand that job related factor variable contributes to the variation of the turnover intention which is the first as Beta value of standardized coefficients is -.427. It is the highest contribution and the major factor influencing employee turnover intention in MOT compare to salary and benefit, career growth, supervisors- employee relation and working environment. And $p=.000$, $p<0.01$ shows the independent variable is significant.

Salary and benefit is the predictor variable that contributes the second highest to the variation of the turnover intention at MOT. This is because Beta value of standardized coefficients for this predictor variable is -.371 as compare to other predictor variables (career growth, supervisor –employee relation, working environment). And $p=.000$, $p<0.01$ shows the independent variable is significant.

Career growth is the predictor variable that contributes the third highest to the variation of the dependent variable, turnover intention at MOT. The Beta value of standardized coefficient for this predictor variable is -.241 as compare to other predictor variables supervisors – employee relation and working environment .

Supervisors- employee relation is the predictor variable that contributes the fourth variable to the variation of the dependent variable, turnover intention. The Beta value of standardized coefficient for this predictor variable is -.102as compare to working environment. And $p=.004$, $p<0.01$ shows the independent variable is significant.

Working environment is the predictor variables that contribute the fifth variable to, turnover intention. The Beta value of standardized coefficient for this predictor variable is -.107. $p<0.01$ shows the independent variable is significant.

4.8 Comparing the Research Findings with the Legal Documents

➤ Comparing the research findings with the legal documents of the organization MOR

The administration of employee of the Ministry of revenues is managed based on special regulation No155/2008. This regulation is enacted to administer the human resource of the Ministry in a different manner from other civil service employees who are working in government institutions. According to article 5 and 6 of this regulation the Ministry has the autonomy of undertaking a salary and allowance study of its employees and presents it to the government, which is the Prime Minister's Office, directly and implements it upon approval without any intervention. The regulation has allowed the Ministry to give for its employees a salary increment every two years. Unlike other civil service institutions, article 19 of the regulation gives the Ministry the authority to give incentive to its employees based on the organizations' annual performance and government approval.

According to the research finding the employees responded that the salary and benefit they receive is according to their working experience and performance. This is because of the salary and allowance

system of the Ministry is designed based on the human resource market of the country as opposed to other civil service institutions.

Though the Ministry has a better salary, allowance and incentive systems relatively to other government institutions, it has unacceptable practice with regard to discipline management. Hence, employees strongly object article 37 of the regulation. The content of this article is stated as follows:

- 1) Notwithstanding any provision to the contrary, the Director General may, without adhering to the formal disciplinary procedures, dismiss an employee from duty whenever he has suspected him of involving in corruption and lost confidence in him.
- 2) An employee who has been dismissed from duty in accordance with Sub-Article (1) of this Article may not have the right to re-instatement by the decision of any judicial body.

It is evident that if the Ministry is going to dismiss an employee based on simply suspicion but not on evidence, it is a reflection of job insecurity. This part of the regulation is the worst human resource management system which is practiced against the Article 20 sub-article 1 of the country's constitution that states any person who is prosecuted has the right to be heard at court.

From the research finding the majority of the respondents agreed that their salary is insecure. This is because they might be fired any time based on suspicion and they don't have the right to take the decision of the Ministry to court in search of justice. An employee who is dismissed based on this article will not be jobless only but also will not be accepted by employers any more.

➤ **Comparing the research findings with the legal documents of the organization MOT**

Like many of civil service organizations of the government, the Ministry's manpower is administered by the Federal Civil Service Employees Administration proclamation No.1064/2017. The salary administration of the Ministry is governed by Article 7 of this proclamation. The content of the Articles is depicted as shown below.

“The salary scale applicable to civil servants shall be determined from time to time by considering the Government financial capability, the general living condition of the society, price levels and other relevant factors.”

Similarly, the allowances that are provided by the Ministry are managed based on Article 10 of the proclamation. It states by saying “Any allowance shall be paid only for the purpose of carrying out the function of the civil service.”

Based on the law the responsibility to study the salary and allowances of the Ministry relies on The Federal Civil Service Commission. The MOT cannot undertake by any means a salary and allowance study to change its current payment structure if it needs to do so. Since the Ministry uses a Federal civil Service salary scale, the salary and allowance system employed could be changed in line with other public institutions if the government believes a salary and allowance reform is needed. Hence, salary and allowance revision in the MOT is hardly possible. Even if The Ministry wants a payment reform, it does not have responsibility to undertake a study. The responsibility to undertake a salary and allowance study is that of Federal Civil Service Commission and the process required to get approval by the government is long and as well time taking.

Moreover, the proclamation in its article 32 grants a salary increment for civil servants every two years. Because the performance management system in the public institutions is not yet properly implemented, the Article is not practiced since 2003 G.C.

From the point of employee discipline the proclamation has proclaim on Article 71 by saying “Any government institution shall establish a disciplinary committee which shall conduct formal disciplinary investigation and thereby submit recommendation to the head of the government institution.” This shows that when a civil servant filed for his/her offence of the law he/she has the right to be heard and present evidences to show that he/she is not guilty. Even if the Minister passes on a dismissal decision, the employee has the right to appeal to the administrative court. Hence, the employees of the MOT do not have a fear of losing their job at the result of the decision of the higher body of the Ministry that is the Minister.

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter presents the conclusion and recommendation part of the study. Where the conclusion section talks about the major issues and findings and that of the recommendation part presents the implication of the major findings and suggestions that need to be consider and give attention in a wider level. The main objective of the research was to know factors influencing turnover intention of employee in case of the two ministry offices.

5.2 SUMMARIES OF MAJOR FINDINGS

5.2.1 Demographic Data Summary

➤ Demographic data summary of the Ministry of Revenues

The demographic data shows that the majority of employees of the Ministry are male. This shows that female and male employees are incompatible. According to age category the organization has a workforce of active working age. The marital status indicates that most of the employees are married. This shows that the Ministry has more socially responsible employees in contrast to singly status employees. Most of the employees are first degree, stayed 5 -10 years and professionals.

➤ Demographic data summary of the Ministry of Transport

The demographic data shows that the majority of employees are male. The organization has younger and productive work force. The martial statues indicate most of the employees are married shows that the Ministry has more socially responsible employees in contrast to singly status employees. And possess under graduate degree. Most of the respondents stayed <5 years and are professionals.

5.2.2 The Descriptive and Inferential Analyses Data Summary

➤ The Major Findings of the Study Results of both Descriptive and Inferential Analyses (MOR)

According to the respondent's result, the majority of them have agreed that their pay is adequate for normal payment but these respondents disagree that their pay is satisfying, sufficient and job security. On the contrary the majority agreed that the pay is according to their working experience and performance. The correlation analysis shows there is strong and negative relationship between salary and benefit and turnover intention ($r=-.816$, $p=.000$). Similarly the regression analysis shows salary and benefit is the predictor variable that contributes the second highest to the variation of the turnover intention. The Beta value of standardized coefficients for this predictor variable is $-.498$ and $p=.000$. When employees are unsatisfied with the amount of their salary, believe the payment is insufficient and job is insecure, they may decide to leave their organization and look for a better opportunity elsewhere.

Supervisor-employee relationship frequency distribution analysis shows that the majority of the respondent disagrees that their supervisors inquire suggestion and supervisor is responsible person. Similarly the majority of the respondents disagree that enough supervision and assistance is provided. The majority also responded that their supervisor is not responsible and influential person. On the other hand the correlation analysis shows that there is strong and negative relationship between supervisor - employee and turnover intention ($r=-.893$, $p=.000$). From the regression analysis we understand employee supervisor relationship is the predictor variable that contributes to the variation of the turnover intention which is the first highest as Beta value of standardized coefficients is $-.585$ and $p=.007$.

According to the frequency distribution analysis on career growth in the organization majority of the respondents agree that promotion in their organization is not based on real performance and it is unfair. On the contrary majority of the respondent agree that the promotion practice of the organization is frequent, regular and based on level of service. According to the correlation analysis there is strong and negative relationship between career growth and turnover intention ($r=-.702$, $p=.000$). According to regression analysis career growth is the last variable to predict the dependent variable, turnover intention. The Beta value of standardized coefficient for this predictor variable is -

.140 and $p=.009$. Even if promotion in their organization is frequent, regular and based on level of service, since it is not based on real performance employees are discouraged and unsatisfied.

According to the respondents the majority of them agreed that their working environment is clean appropriate and not initiating them to leave .According to the correlation analysis there is weak negative relationship between working environment and turnover intention ($r=-.4$ $p=.008$). The regression analysis also shows that working environment is the predictor variable that contributes the fourth highest to the variation of the dependent variable, turnover intention. The Beta value of standardized coefficient for this predictor variable is $-.280$ and $p=.000$ as compared to career growth. Therefore, most of them are satisfied with the working environment.

According to the frequency distribution analysis result the majority of the respondents agree that there is a good job fit, reasonable work load, equal work distribution and assigned according to their profession. In contradictory, most of the respondents are unhappy, believe there is no enough autonomy and reward system for better accomplishments and commitment .The correlation analysis result shows that there is strong and negative relationship between job related factors and turnover intention ($r= -.841$, $p=.000$). From the regression analysis job related factor is the predictor variable that contributes the third highest to the variation of the dependent variable, turnover intention. The Beta value of standardized coefficient for this predictor variable is $-.305$ and $p=0000$. When employees believe enough autonomy is not allowed in their work and no reward system for better accomplishments and commitment they will be forced to leave their organization for better opportunity.

According to the responses, one can conclude that employees are looking for better job opportunity from outside and decide to leave the organizations if they get better prospect because the majority of the respondent agreed that they leave as soon as they find a better job opportunity . Even if the respondents are not currently looking for another job opportunity somewhere else, the majority of them agree that they won't stay in the organization two years from now 39.9% value.

➤ **The Major Findings of the Study Results of both Descriptive and Inferential Analyses (MOT)**

According to the respondent's result the majority of them have agreed that their pay is not adequate for normal payment most of the respondents agreed that they are not satisfied with their payment that is insufficient and unsatisfying. Similarly the majority approved that their payment is not according to their working experience, performance and the work done. On the other hand the correlation analysis shows there is strong and negative relationship between salary and benefit of employee and turnover intention ($r=-.720$, $p=.000$). Similarly, according to the regression analysis salary and benefit is the predictor variable that contributes the second highest to the variation of the turnover intention at MOT with the beta value $-.371$ and $p=.000$ value that is significant associated with employee turnover intention. When employees are not happy with their salary and benefit, believe their salary is not adequate and the pay is not based on their experience and performance, they may decide to leave their organization and look for a better opportunity.

Supervisor-employee relationship frequency distribution analysis shows that the majority of the respondents agree that their supervisors inquire suggestion. The supervisor is responsible. Similarly the majority of the respondents agree that enough supervision and assistance is provided, that their supervisor is responsible and influential person. On the other hand the correlation analysis shows there is weak and negative relationship between the relationship of supervisor and the employee and turnover intention with ($r=-.023$, $p=.000$) value. According to the regression analysis it is the predictor variable that contributes the fourth variable to the variation of the dependent variable, turnover intention. The Beta value of standardized coefficient for this predictor variable is $-.102$ as compare to working environment. When employees are happy about the relation they have with the supervisor, they will be encouraged to do more work and develop positive working environment. The survey shows that there is better supervisor employee relationship.

According to the frequency distribution analysis on career growth in their organization majority of the respondents agree that promotion in their organization is not based on performance, it's unfair not frequent not based on level of service. According to the correlation analysis there is strong and negative relationship between career growth and turnover intention ($r=-.651$, $p=.000$). According to regression analysis career growth is the predictor variable that contributes the third highest to the variation of the dependent variable, turnover intention at MOT. The Beta value of standardized

coefficient for this predictor variable is $-.241$. If employees are unsatisfied with the professional growth opportunities of an organization they would prefer looking for better place that would enable them upgrade their skills and capabilities.

According to the majority of the respondents they agree that their working environment is clean stable, appropriate and not initiating them to leave. The correlation of $p=0.075$, $p>0.01$ indicates that working environment has weak negative and insignificant relationship with turnover intention. According to the regression analysis working environment is the predictor variables that contribute the fifth variable to, turnover intention. The Beta value of standardized coefficient for this predictor variable is $-.107$. $p<0.01$ shows the independent variable is significant. Therefore, most of them are satisfied with the working environment.

According to the frequency distribution analysis result the majority of the respondents agree that there is a bad job fit, they are not happy, the work load is not divided equally not assigned according to their specialty, work less than their capability and not rewarded with better appraisal rates and grade promotions for working more. The correlation analysis result shows there is strong and negative relationship between job related factors and turnover intention ($r = -.763$, $p=.000$). Thus, the result supports for hypothesis states that job related factor is negatively related to turnover intention for employees at Ministry of Transport. The correlation of $p=0.000$, $p<0.00$ also indicates that job related factor has significant relationship with turnover intention at significant level of 0.001 . From the regression analysis we understand that job related factor variable contributes to the variation of the turnover intention which is the first as Beta value of standardized coefficients is $-.427$. It is the highest contribution and the major factor influencing employee turnover intention in MOT.

According to the responses, one can conclude that employees are looking for better job opportunity elsewhere and decide to leave the organizations by maximizing any job opportunity they think better in relation to the position they possess. Because, majority of the respondents agreed that they leave as soon as they find a better job, actively looking for a job outside, seriously thinking of quitting is agree on leaving their organization after two years from now.

5.3 Conclusion of the Results

➤ Conclusion for MOR

The main objective of this study is to assess the determinants of employee turnover intentions. For this purpose Ministry of Transport and Ministry of Revenues were selected. According to the analysis and the findings of the researcher following conclusion is drawn on casual factors and employee turnover intention in the case of Ministry of Revenue.

The research study will be focusing mainly on whether the determinants factors have direct effect on the turnover intention among employees of MOR. There are five independent variables being used in this research which are salary and benefit of employee, employee supervisor relationship, working environment, career growth and job-person-fit. There were either positive or negative relationship between independent variables and dependent variable (turnover intention) based on the literature that we reviewed. The data collected from the respondents and processed using SPSS has showed that there is high intention to leave the Ministry.

The result also showed that the independent variables which are supervisor – employee relationship, job related factors, salary and benefit are the main reasons which caused employees to develop intention to leave at MOR. These independent variables have strong, negative and significant relation with turnover intention.

When there is no smooth employee supervisor relationship, the supervisor doesn't give enough supervision, coaching and assistance to his/her subordinates. Employees were not given chance to involve in decision making processes. These situations have discouraged them and lead them to low quality work performance. Employees of the Ministry are unsatisfied with the amount of their salary, they believe it is insufficient and they fill job insecurity. Because of these negative impacts they may decide to leave their organization and look for a better opportunity. Even if promotion is done frequently, regularly and based on employees' experience, performance of employees is not evaluated based on the real performance of the employees. The tendency to evaluate employees' performance based on supervisors' relation, incident situations and bias is the limitation of the performance management system of the Ministry. Since performance evaluation result is one of the factors of

promotion that accounts the greater share of the factors of promotion (40%) points, employees are discouraged knowing that promotion completion result is unfair.

When employees believe that enough autonomy is not allowed to work their job and they are not rewarded for better performance and commitment, they will be forced to leave their organization. Working environment in MOR has a weak, negative and significant relation with turnover intention. Employees are undertaking their activities in a clean, stable and appropriate environment.

According to the majority of respondents responses one can conclude that employees will look for a better job opportunity elsewhere and decide to leave the organizations. Because, majority of the respondents were agreed on to leave their job as soon as they find better opportunity. Since, the workforce who is exposed to turnover is with middle working age, experienced, have under graduate university degree and professionals it is a critical issue for the organization as it is losing skilled and talented employees which is difficult to replace in short period of time.

➤ **Conclusion for MOT**

According to the analysis and the findings, the researcher concluded as follows about the determinant factors about turnover intention in case of Ministry of Transport.

The research study will be focusing mainly on whether the determinants factors have direct effect on the turnover intention among employees of MOT. There are five independent variables being used in this research, which, are salary and benefit of employee, employee supervisor relationship, working environment, career growth and job-person-fit. There were either positive or negative relationship between independent variables and dependent variable (turnover intention) based on the literature that we reviewed. The data collected and processed using SPSS, showed that there is high intention to leave the Ministry.

The result also showed that the independent variables which are job related factors, salary and benefit and career growth are the main reasons which caused employees to have the intention to leave. Those independent variables have a strong, negative and significant relation with turnover intention. Employees are not happy with their job, not assigned based on their specialty and not rewarded for better performance. Their salary is not adequate, insufficient, unsatisfying, the pay is not

according to working experience, performance and work done. The promotion in their organization is not good, not based on experience and performance and is unfair.

Supervisor-employee relationship and working environment are less important compared to other independent variables for turn over intention at MOT. Supervisor-employee relationship has a weak, negative and significant relation with turnover intention. Similarly working environment has weak, negative and insignificant relation with turnover inattention at MOT. Employees are undertaking they work in a clean, stable, appropriate environment and their supervisors inquire suggestion from them and enough supervision and assistance is provided and the supervisor is responsible.

Intention of employee turnover at MOT is significantly high that ultimately leads to the actual employee separation. Therefore, the Ministry has to revise its strategy to control the turnover of employees. Since, the workforce who is exposed to turnover includes younger and productive age group that is majority of university degree holders and professionals, it is a critical issue for the Ministry as it is losing energetic and educated work force.

5.4 Recommendation of the Results

➤ Recommendations for MOR

On the basis of the analysis and findings derived and conclusions drawn with regard to the antecedents of employee turnover intention, the following recommendations are made with the hope that successful implementation of the recommendations would reduce the problems identified at MOR.

Since, employee-supervisor relation is the major factor at MOR for turnover intention employees and supervisors should work closely and together through effective communication that helps to improve the performance and service delivery of the organization. It also, increases the commitment of the employees that enhance the feeling of ownership and responsibility and a desire to stay in that organization. Employees accept a manager who knows them well, understands and treats them rightly.

Job related factor is one of the major factors in MOR for turnover intention. Therefore, as explained above giving enough autonomy and develop a reward system for better performance would alleviate

problems related to job related factors. The organization as a whole and managers in particular should give recognition for best achievements of employee performances to drive the bottom line and foster a meaningful relationship with their teams. Recognizing workers is important for different reasons: make them feel good and validate hard work, drive positive behaviours and to secure future continuous results.

Employees were highly attracted and join other organizations as a result of searching for high salary, career advancement & more financial and non-financial benefits. Hence, MOR should improve these variables to reduce employee turnover and to achieve the objective of the organization by retaining its skilled man power. The organization should sustain the quality it has towards working environment.

Generally, making improvements on these areas makes the employee believe that staying in the Ministry is worthy.

➤ **Recommendations for MOT**

On the basis of the analysis and findings derived and conclusions drawn with regard to the antecedents of employee turnover intention at MOT, the following recommendations are made.

Since, job related factor is one of the major factors in MOT for employee turnover intention it can be seen as an important tool for managing human resource processes as they play an important role in selecting, socializing and training its workforce that can become the source of competitive advantage for the organization. So, the MOT should focus on selecting such employees whose personality and values are in congruence with their jobs. The selection of right type of person for right type of job will improve. The productivity of the organization shall enhance and employees can use their specialty accordingly. Also, concern should be given in distribution of equal work load which helps to bring quality work with less stress on the employees, which in turn reduces the intention of leaving the organization.

The research has indicated that employees are highly attracted to join other organizations to satisfy their better salary need. MOT should work on the salary and benefit system with the Federal Civil Service Commission to attract best talent from the labour market and to retain the skilled work force.

The organization also should pay the employees according to their level of service, performance and work accomplished.

Making the promotion system to operate regularly, frequently, based on performance and level of service of employees makes it a lot appropriate, fair and acceptable by the employees.

The Ministry should sustain the quality it has towards working environment and supervisor relationship with employee.

Generally, undertaking improvements on the areas mentioned above makes the employee believe that staying in that Ministry is rewarding.

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APPENDIX

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Addis Ababa University College of Business and Economics

Masters of Business Administration

Questionnaire to be filled by Employees of Ministry of Revenue and Transport Minister

Dear respondents:- This questionnaire is designed to assess the cause factor and turnover intention in the case of Ministry of Revenue and Transport Ministry for the partial fulfilment of my master's degree in Business Administration. I am kindly requesting you to spare a few minutes of your precious time to fill the attached questionnaire as sincerely and truthfully as possible. The information given will be handled confidentially, and will only be used exclusively for research purpose.

Please don't write your name on the questionnaire.

Best Regards,

Feven Gulilat

Part I. Personal Profile/Information

Instruction –circle where appropriate

1. Age: 1. 20-30 2. 31- 40 3. 41-50 D. >50

2. Gender: 1. Male 2. Female

3. Marital status 1. Single 2. Married 3. Divorced 4. Widowed

4. Your level of education?

1. Diploma 2. Degree 3. Masters 4. PhD

5. Number of years working in your organization?

1. < 5 years 2. 5 - 10 years 3. 10 - 20years 4. > 20 years

6. Job title 1. Leadership 2. Professional 3. Non-professional

Part-II: Issues Related to Causes of Employee Turnover

1. The following statements are concerned on salary and other benefits related questions at your organization. Please indicate your level of agreement/disagreement by ticking [√] in the box for your exact feeling based on the scale below. **NB**

1 = strongly agree 2 = Agree 3 = Neutral 4 = Disagree 5 = strongly disagree

No.	Salary and benefit related questions	Scale				
		1	2	3	4	5
1	My pay is adequate for normal payment					
2	I am satisfied with my pay					
3	My pay is more sufficient for my living expenses					
4	I am paid according to my working experience					
5	Pay increase is depend on my performance					
6	Pay is paid equal to the work done					
7	My pay is very secure					

2. The following statement related to the relationship of supervisor with employee at your organization. Please indicate your level of agreement/disagreement by ticking [√] in the box for your exact feeling based on the scale below.

1 = strongly agree 2 = Agree 3 = Neutral 4 = Disagree 5 = strongly disagree

No.	The relationship of supervisors with employee	Scale				
		1	2	3	4	5
1	My supervisor always ask suggestion from me					
2	My supervisor is a responsible person					
3	My supervisor admires good works					
4	My supervisor is influential person to shape me					
5	My supervisor gives enough supervision to me					
6	My supervisor understands the nature of my work					
7	My supervisor is always ready to provide assistance					

3. The following statement relates to career growth at your organization. Please indicate your level of agreement/disagreement by ticking [√] in the box for your exact feeling based on the scale below. **NB**

1 = strongly agree 2=Agree 3 = Neutral 4=Disagree 5=strongly disagree

No.	Career growth	Scale				
		1	2	3	4	5
1	Promotion in my organization is quite good					
2	Promotion in my organization is based on performance result					
3	Promotion in my organization is frequent					
4	Promotion in my organization is regular					
5	The chances for promotions in my organization is fair					
6	Promotion in my organization depend on the length of service					

4. The following statement relates to the working environment at your organization. Please indicate your level of agreement/disagreement by ticking [√] in the box for your exact feeling based on the scale below.

NB

1 = strongly agree 2=Agree 3= Neutral 4=Disagree 5=strongly disagree

No.	Working Environment	Scale				
		1	2	3	4	5
1	I am working under the unclean environment					
2	I am working under instable environment					
3	I am working under inappropriate environment					
4	My working environment is initiating me to leave the company					

5. The following statement relates to job related factors job scope at your organization. Please indicate your level of agreement/disagreement by ticking [√] in the box for your exact feeling based on the scale below.

NB

1 = strongly agree 2=Agree 3 = Neutral 4=Disagree 5=strongly disagree

No.	Job related factors	Scale				
		1	2	3	4	5
1	There is a good fit between my current job and my profession					
2	I am happy with my job					
3	Enough autonomy is allowed in my job					
4	I am working less than my capacity					
5	I am assigned according to my specialty					
6	The amount of workload in my current job is reasonable					

7	The workload is divided equally among all members					
8	I am rewarded with better appraisal rates and grade promotions for I am working more					

Part III. Issue Related with Intention of employee turnover question

The following statement relates to your intention of turnover. Please indicate your level of agreement/disagreement by ticking [√] in the box for your exact feeling based on the scale below.

NB

1 = strongly agree 2=Agree 3 = Neutral 4=Disagree 5=strongly disagree

No.	Intention of Employee Turnover	Scale				
		1	2	3	4	5
1	As soon as I find a better job, I will leave this organization					
2	I am actively looking for a job outside of this organization					
3	I am seriously thinking of quitting my job					
4	I often think about quitting					
5	I think I will still be working at this Organization two years from now.					

Source Mobley (1981)

Thank you in advance for your honest cooperation

