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The Relation of Job Satisfaction and Employee Turnover Intention at Addis Ababa University: The Case of College of Business and Economics

A thesis submitted to the Department of Public Administration and Development Management in partial fulfilment of the Requirements for the Degree of Master of Arts in Public Management and Policy

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This is to certify that the thesis prepared by HaimanotTadesse, entitled “The Relation of Job Satisfaction on Employee Turnover Intention at Addis Ababa University: The Case of College of Business and Economics”, and submitted in partial fulfillment of the requirements for the Degree of Master of Science in Public Administration complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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DECLARATION

I hereby declare that the study entitled “The Influence of Job Satisfaction on Employee Turnover Intention at Addis Ababa University: The Case of College of Business and Economics” is my original work and has not been presented in Addis Ababa University or any other University, and that all sources of material used for the study have been duly acknowledged.

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Abstract

The purpose of this study was to investigate the relation of Job Satisfaction and Employee Turnover Intention at Addis Ababa University taking the College of Business and Economics as a case. A concurrent mixed research design was used to achieve the purpose of the study. The study use descriptive methods to describe the phenomenon related to employee turnover intentions and correlation methods to analyze the relationships that exists between job satisfaction and turnover intention of employees at Addis Ababa University given the settings of public organization. On top of this, the research sample was composed of 250 Academic and Administrative Staffs from the College of Business and Economics at Addis Ababa University. These samples were drawn from the total population using proportionate stratified sampling techniques for selection of sample respondent from the academic staffs at each department as well as from the administrative staffs using a systematic random sampling technique. Moreover, the data gathering tools for this research were questionnaire, interview and document analysis. Consequently, the job satisfaction score was obtained by administrating the job satisfaction survey questionnaire (JSS) of Specter (1997). Data collected using these instruments were analyzed using descriptive statistics. Besides, correlation analysis were used for the quantitative data. Finally, the study revealed that there was a weak statistically significant negative correlation between dimensions of job satisfaction and turnover intention except for pay and promotion variables. The findings show that pay and promotion predictors have a negative relationship with turnover intention for the academic staff, whereas for the admin staff these variables have a positive relationship with turnover intention. Generally, based on the results of the study, it was concluded that the domain of extrinsic job satisfaction emerged as the strongest predictor and intrinsic job satisfaction as the second predictor of the employee's turnover intention. Although the pay and promotion factor has relatively high relationship with the turnover intention of the employee at Addis Ababa University, the organization should not deny the importance of this factor. The reason to force organization to emphasize these factors is supported by the research done by Newman and Hodgetts (1998) among the hospitality associates found that good wages are the top work factors that influence the motivation of the employees.

Keywords: *Job Satisfaction Turnover Intention, relations, Addis Ababa University*

Chapter One

Introduction

1.1 Background of the Study

Many companies are facing an intensive challenge in improving the employees' job satisfaction and thus, their organizational commitment to gain competitive advantage and at the same time retention of talented employees. Successful organizations realized that employee's retention with higher organizational commitment is critical for the companies to sustain their growth and leadership in the marketplace. Commonly, employees will feel satisfied when they are rewarded fairly for their completed work by making sure rewards for them are genuine contributions to the organization and consistent with the market's reward policies. Employees overall job satisfaction includes a variety of benefits and prerequisites other than monetary rewards such as satisfaction with supervision, coworkers, and work. Employees with higher job satisfaction believe that their employer gives credits to the quality of their work and the organization would have a tremendous future in the long run, thus employees are more committed to the organization, have higher productivity and tend to have higher retention rates. Employees' turnover is the rotation of employees around the labour market, among companies, jobs and occupations, and between the states of employment and unemployment (Abassi&Hollman,2000).

Job satisfaction has been a widely studied variable in determining turnover intention. It is certainly a highly important variable in organizational studies (Kinicki, Schreisheim, McKee-Ryan & Carson, 2002). In fact, most of the studies have been fragmented in identifying an effective mix of practices that could improve the commitment, satisfaction and intention to stay in the organization (Chew & Chan, 2008). Job satisfaction is a factor that in the long run will be able to encourage employees to work (Mudor&Tooksoon, 2011). This is the reason why Mudor and Tooksoon stress that high attention is to be given to employee' job satisfaction as firms will encounter with cost of recruitment as employees leave the organization and these organizations need to replace them to get the job done.

Job satisfaction can be used to predict turnover. (Spector, 1997).Hom and Kiniki (2001) also agreed on the notion that job satisfaction can be used to understand the turnover process. According to Milkovich and Boudreau (1997), a study of Singapore accounts found that job satisfaction is the main predictor of turnover intention. Employee retention is vital to the sustainability and

development of an organization (Cloutier, Felusiak, Hill, & Pemberton-Jones, 2015). Understanding the reasons that contribute to employee's leaving an organization is a key to addressing the economic and social costs of an organization (Qazi & Shafique, 2015). Hunt (2014) linked the absence of job satisfaction to employee turnover intention. Applying evidence-based information is important in developing retention strategies that reduce turnover intention (Harrison & Gordon, 2014).

In today's working environment, employee turnover issues have increased tremendously. Such matter may directly affect the human resource practices of recruitment and selection, training, and maintaining the workforce. Besides, if a high number of employees leave the organization, workload and overtime for existing employees are heavily increased, and thus, may reduce their productivity level due to low employee morale. In addition, not only it brings negative consequences towards the employees, a high rate of job turnover in an organization may impact its overall performance. Therefore, in order to obtain high productivity and performance, it is crucial for organizations to gain employees' support and contribution. Various studies and research had been done on turnover issues. Job satisfaction, for an instance, could help to increase employee commitment and motivation. A research conducted by Hay (2001), found that the majority of the employees chose career opportunities, learning and development as the foremost reason to stay in an organization, which, lead towards job satisfaction. Another research by Ali (2005) mentioned that problems might arise if employees' dissatisfaction is not taken into consideration. Employees who are dissatisfied would eventually leave the organization, and at the same time, the organization loses the knowledge that the employees had brought in. If the organization decides to recruit new employees to replace those who leave, and their feelings of dissatisfaction are not met too, this could affect the daily operation of the organization, and the vicious cycle of turnover rate will happen again.

In an organization, what makes an employee leave or intend to leave are always become the big question for any company. Several studies have examined job satisfaction as an antecedent of turnover intentions (Mobley et al., 1979; Price and Mueller, 1981; Shore and Martin, 1989; Hellman, 1997; Ghiselli et al., 2001; McBey and Karakowsky, 2001). These studies, however, were conducted in the United States and Canada. The industries investigated were wide-ranging covering hospitals, military and food-service companies. Although job satisfaction is found to be a consistent predictor of turnover intentions, the strength of the satisfaction-intention to leave relationship varies according to each setting.

In addition, little work has been undertaken using professional subjects in general globally and specifically in Ethiopia. Therefore, the purpose of this study was to assess the influence of Job Satisfaction on Employee Turnover Intention at Addis Ababa University: The Case of College of Business and Economics in order to identify the problems and to recommend future improvements for the gaps identified.

The College of Business and Economics (CoBE) consists of the former Faculty of Business and Economics (established in November 1990) and School of Commerce (established in 1943). The former Faculty of Business and Economics has its origin in the creation of the Department of Economics in 1959 under the Faculty of Art of the University College of Addis Ababa. This first move was followed by the establishment of the College of Business Administration in 1963, which consisted of two departments, namely the Department of Management and the Department of Accounting. In 1978 the College of Business Administration, the Faculty of Art and the School of Social Work were merged to form the College of Social Sciences. Twelve years later (in 1990), the University Senate decided to reorganize the College of Social Sciences, which resulted in the formation of the Faculty of Business and Economics (FBE). Following the formation of FBE, the faculty office moved from the main campus to the former place of the Crown. The School of Commerce also has a fascinating history. The school was first established in 1943 as a Commercial School following the five years of the Italian occupation. The first training programs offered by the School were from six months to one year in duration. Over time, the programs evolved to extend to duration of four years. This laid the basis for the 8+4 program. In 1966, a 10+3 program was introduced, followed a few years later by an 11+3 program, and finally culminating in the 12+2 program introduced in 1972. At the time, students were trained in three fields: Secretarial Studies, Accounting, and Banking and Finance. The School phased out its lower-level programs over time in its quest to attain “Junior College” status. The school was brought under the Commission for Higher Education in 1979, thus becoming one of the few tertiary-level educational institutions in Ethiopia.

Then in 2010, the School of Commerce, the School of Information Sciences and the Faculty of Business and Economics were merged and named as “The College of Management, Information and Economic Sciences”. In April 2012, as a result of the revised governance system of the university, the college was restructured and named as the College of Business and Economics, consisting of four departments and one school(AAU: CoBE, 2021).

1.2 Statement of the Problems

According to Sahadev and Keyoor (2008), satisfaction with the job is said to be a multidimensional concept so it gets very important to see the aspects on which satisfaction with job affects employee's turnover intention in their current organization. The studies show that satisfaction with the job is the most important factor that predicts turnover intention.

A study conducted in the manufacturing sector in Lagos State and Ogun State of Nigeria showed the relationship between intrinsic and extrinsic factors and turnover intention, the study involved the employees of the organization (Olowookere, Adekeye, Adejumo, Agoha, & Sholarin, 2016). The study confirmed the hypotheses that intrinsic factors are negatively related to turnover intention, while extrinsic factors are positively related to turnover intention. The authors recommended that firms that increase intrinsic factors in the workplace will reduce turnover. On the other hand, Mottaz (1985) conducted a study of intrinsic and extrinsic organization rewards on job satisfaction. He found a strong predictor of job satisfaction when intrinsic rewards aligned with extrinsic rewards. For example, an employee takes on a new task and receives reassurance from supervision. The findings of this study are also consistent with Mottaz's findings. Another contradictory result of this survey disputed Herzberg's claim that hygiene factors do not impact job satisfaction.

Mottaz's study also showed that extrinsic factors such as benefits and pay aligned with job satisfaction only for employees at low-level positions (Admin). Whereas, employees at Higher-level (Academic) positions were more interested in intrinsic rewards as the employee's professional experience increased. There were a number of gaps left by different reviewed theoretical and empirical literature ranging from geographical, methodologies used, time as well as the nature of organization studied. Shukla and Sinha (2013) conducted a study on employee turnover in local banking sector of India. Despite the relevance of the study, the study was conducted in India where geographical attributes, political inclination and socio-cultural values differ from Tanzania. The structural model generated by some researcher (Aladwan, et al., 2013) cannot apply to other cultural settings; it will be applied only to a specific group of participants that is Jordanian. Despite the fact that many studies were conducted to explore factors that influence employees' job satisfaction and turnover intention in different sectors of the economy, most of them were carried out in other countries with a context different from Ethiopia and limited assessment at sectoral level.

Few studies were carried out to investigate the factors influencing job satisfaction and turnover intention in African countries, including Tanzania. The researcher could not find studies carried out on this topic focusing on Higher Education sectors generally in Africa and specifically in Ethiopia. This study aimed to fill gaps left by the previous researches specifically in assessing the factors influencing employees' job satisfaction and turnover intention in Higher Education Institutions in Ethiopia, the case of Addis Ababa University, having the context of public organizations in mind.

1.3 Research Questions

The rationale of a quantitative study is to determine whether there is a relationship among dimensions of job satisfaction and employee turnover intention. The data obtained through quantitative method also cross-checked by using qualitative method through interview carried out with some of the respondents. In this study, the dependent variable refers to employee turnover intention, whereas the independent variables include fair and adequate payment; promotion, contingent reward, coworkers' relationship; operating conditions as well as nature of the work. That means pay, operating conditions and coworkers as extrinsic and promotion, contingent reward and nature of the work as intrinsic job satisfaction.

Here below are the five research questions that provided the foundation for this study:

1. How does fair payment and promotion influence the turnover intention of employees at the CoBE?
2. How does coworkers' relationship influence employee's turnover intention of the CoBE?
3. How does contingent reward influence employee's turnover intention of the CoBE?
4. How does operating conditions and nature of work influence employee's turnover intention of the CoBE?
5. Which of the job satisfaction and dissatisfying factors most associate with the turnover intention of the academic and administrative employees at the CoBE?

1.4 Objective of the Study

The general and specific objectives of the study are stated below.

1.4.1 General Objective

The general objective of this research was to assess the influence of Job Satisfaction on Employee Turnover Intention at Addis Ababa University: The Case of College of Business and Economics

1.4.2 Specific Objectives

The following are the specific objectives examined in this research topic:

1. To examine whether fair payment and promotion influence the turnover intention of employees at the CoBE or not.
2. To assess whether coworkers influence the turnover intention of employees at the CoBE or not.
3. To examine whether contingent reward influences the turnover intention of employees at the CoBE or not.
4. To examine operating conditions and nature of work influence the turnover intention of employees at the CoBE or not.
5. To examine the job satisfaction and dissatisfying factors most relate the turnover intention of the academic and administrative employees at the CoBE

1.5 Significance of the Study

The purpose of this research was to examine employee's turnover intention of CoBE in terms of the dimensions of job satisfaction. The researcher hopes that this study would contribute to numerous benefits in terms of theoretical, management as well as academic perspectives.

1.6 Scope of the study

The scope of this study was limited to finding out and explaining job satisfaction aspects and their influence on employee turnover intention in the case of College of Business and Economics Addis Ababa University. Therefore, this study would focus on the tools of the job satisfaction payment, promotion, contingent reward, coworkers' relationship, operating conditions and nature of the work.

1.7 Limitations of the study

It is known that time and financial constraints would make it difficult in taking a large sample size, and unmanageable to include all Colleges of Addis Ababa University. Therefore, the scope of this research would be delimited geographically to employees of the College of Business and Economics. So for the applicability of the study results all over the colleges needs further study.

1.8. Organization of the study

The final paper for the study was organized into five chapters and other sections, namely, the list of reference and appendixes. Chapter one dealt with the background of the study, statement of the problem, research questions, objectives of the study, significance of the study, and limitation of the study. Chapter two dealt with the theoretical and empirical review of the study on job satisfaction dimensions and the suitable methodology utilized to answer the research question would be also discussed. Chapter three includes the methodology that would be used for the research which comprised of research methods, research approach, design, sampling technique, data analysis method, validity and reliability of the research questions, and ethical considerations. Data analysis and interpretation of the research result found by using the appropriate instrument for the methodology selected were dealt in chapter four. The fifth chapter covered the discussion of results, conclusion and recommendations.

CHAPTER TWO LITERATURE REVIEW

2.1 Theoretical Literature Review

The theory of job satisfaction went through plenty of changes and developments and because of that, many theories have been advanced too. Many theoretical works have been done to keep employees from constant turnover. These two theories (Herzberg theory 1959 and Maslow's theory of needs 1954) focus on what desires employees are trying to satisfy and the outcomes that can satisfy those needs. The main purpose of this chapter is to provide a general definition and theoretical concepts on job satisfaction, employee's turnover and employee's turnover intention by using other researcher's literatures. Some literatures pointed out some factors that diminish job satisfaction, those would be reviewed briefly. This chapter also gives some clarification on the relationship between employee's job satisfaction and turnover intentions.

2.1.1 Conceptual Definitions

•Job satisfaction

The most used definition of job satisfaction is the positive and favorable attitude and feeling employees have towards their job or work experience, comprising the conditions inside the company. Job satisfaction is a positive emotional response to various features of the job. (Kreitner and Kinicki 2010:170). The positive and favorable emotional state of the employees is not instigated by the money or the benefits, but the feelings employees receive from the work itself (Asegid, et al., 2014). From Landy& Conte's (2004) point of view, it's a person's positive reaction towards the work experience and how that person feels about the job and aspects of it. This means job satisfaction and the actual job done and the nature of the job given to the employee are directly proportional (Sharma and Bhaskar 1991). Based on the above theoretical concepts, we can conclude employees'' having a negative and unfavorable attitude towards their job point out job dissatisfaction.

Job satisfaction encompasses aspects such as pay, supervision, benefits, promotion opportunities'', working conditions, co-workers and organizational practices (Griffin and Bateman, 1986). According to Mckenna (2000), job satisfaction is associated with how well peoples'' personal expectations at work are aligned with outcomes. Job satisfaction can also be defined as a predominantly positive attitude towards the work some aspects of their work and satisfied with others, but it they feel or think positively about relatively more aspects, it may be deduced that there is a general factor that can be labeled job satisfaction (Theron, 1999).

According to Griffin and Bateman (1986), job satisfaction is determined by factors such as goal setting, job design, demographic profile, rewards, leadership and individual differences. Companies are grappling with a new organizational climate, with a need for improved productivity and performance. These changes have impacted employee perceptions and morale. The need for employee satisfaction has become paramount to organizations in order to survive. It is now universally accepted that motivated and committed employees contribute significantly to and determine organizational success (Hofmeyr, 1997). Hofmeyr also pointed out that supervisor plays a key role in the satisfaction and well-being of subordinates. Companies need to take the idea of a „supervisor“ or „manager“ more seriously as someone who gives regular feedback and recognition, supports and develops subordinates and build teamwork.

•Employee turnover

According to George and Jones (2008:94), turnover is the permanent withdrawal from employing organization of an employee, which will have a major impact on the employee's life. The impacts can be better job or being unemployed. Employee turnover can also be defined as the amount of movement of employees in and out of an organization. Often turnover is considered as the last option decided by the employee when there is no more good reason to stay in the organization.

There are two types of turnover, voluntary and involuntary (Wright and Bonett 2007). Voluntary turnover as the name depicts it occurs when an employee decides to leave organization with own reasons. While, when an organization let go an employee, it is involuntary turnover (Price and Mueller, 1981). From Noetal's (2003) perspective, when the turnover is initiated by the organization, it's involuntary, when the initiation is from the employee, it's voluntary. So every time a position in an organization is voluntarily or involuntarily vacated, a new employee must be recruited, hired and trained. This replacement cycle is employee turnover (Woods, 1995). Employee turnover is expressed in terms of the turnover rate (separation rate, CIPD (2007)); total turnover is total number of employees departing the organization during a particular period divided by average number of employees during that period (Phillips and Edwards 2009). According to Robbins and Judge (2011), High turnover rate increases the selection, recruiting and training fees of the organization.

•Turnover intention

Turnover intention is the intention of employees to leave or resign from their job. Turnover intention is one's developmental intention to quit. From Tettand Meyer (1993) point of view, the turnover

intention is the “conscious and careful mindfulness of the workers to leave the company”. When an employee plan and consciously determine to leave the organization that is defined as turnover intention. According to Vandenberg and Nelson (1999) turnover intention is an intent to quit as the individual own estimated prospect that they are permanently resigning their organization and find a new and better working environment at some time in the near future. It often starts when employees think about leaving the organization followed by the intention to search for a new job and finally leading to the intention to leaving the job (Falkenburg&Schyns, 2007).

Turnover intention differ from employee turnover, while turnover means the worker already quit from the organization, while turnover intention is that employee still working in the organization, but have desire or intent to leave to get another work (Yulianto in Sidharta and Margaretha, 2011). Based on Lee & Bruvold (2003), turnover intention is a strong predictor of leaving an organization and turn out to be a final step before an employee actually quits the organization. Ayinde and Adegoroye (2012) stated that, intention to quit or turnover disturbs the organization in accomplishing its objectives, which will lead to a decrease in the overall level of quality of customer service, innovation and an undesirable psychological outcome on the employees that stay in the organization. Also employees with high turnover intention have the tendency to be less productive and efficient on their work (Balogun, Adetula and Olowodunoye, 2011).

2.1.2. Job satisfaction dimensions

Job satisfaction has many dimensions. These dimensions are the main factors to an employee’s job satisfaction. The more satisfied workers are the less likely to look for a new job, so studying this factors are important to understand job satisfaction. The following are the main six dimensions of job satisfaction.

•Fair and adequate payment/ compensation

Adequate pay or compensation is one of the main factors in influencing the job satisfaction of an employee. The dimension of pay is a great factor in motivating an employee. According to the study of Frye (2004), payment and compensations are the most important factor for an organization to attract the right workforce and keep them as long as needed. As job satisfaction of employees and

compensations have a positive relationship in an organization. Employees expect an adequate pay and compensation, for the work they have done in day to day or monthly bases. When we say payment and compensations, it includes wages which are health insurance, retirement plans and other perks.

Employees can be satisfied or dissatisfied with not only the payment but the system of payment in an organization. Most employees are satisfied with a payment system based on seniority and performance of the employees. The satisfaction with payment is dependent on relative comparison with other and the perceptions of fairness than absolute amount. If employees believe the payment system is fair and incentives are paid based on performance and seniority, they will be satisfied (Herbert, 2000). As Higginbotham (1997), stated high salaries are not that important but fair and good salaries indicate a strong association with the intent of an employee to remain in the organization. He concluded that there is a significant and positive relationship between job satisfaction and employee pay. Employees are more satisfied with equality rather than the amount of the payment based on performance, age, seniority and education.

•Promotion

The fourth dimension relating with job satisfaction is promotion. Some researchers even show that promotion has a higher influence on job satisfaction than compensation. A clear path to move higher in their organization is very influential in workers feeling towards their job. No matter how good the position is, to satisfy their employees, many organizations use a career ladder which will allow the employees to move higher in their current position.

•Working Conditions

Employee's job satisfaction is also influenced by the conditions of the working environment. Working conditions refer to the internal relationships within employees and their co-workers in the work place. Research has established that positive working conditions barley serve as a main motivator to keep an employee in the organization. While bad interpersonal relationships are major factor to employees dissatisfaction and possibly exit from the organization.

The qualities of the working place both its physical conditions and the level to which it provides significant or meaningful work. The physical environment of the work is related with employee's job satisfaction and managerial behavior has a stronger relationship with the job satisfaction. As

(Willa M. Bruce and J. Walton, 1992) stated, employees want a positive conditions in the work place and they want to believe that what they are doing well eventually make a difference to somebody in some way. Employees want to opportunities to develop and grow, participate in decision making and same opportunities regardless of sex, race or age. If these conditions are available in the work environment, job satisfaction can be achieved.

•Co-workers relationship

According to Wei (2009), close relationship amongst co-workers will improve employee's job satisfaction to a positive extent. Good co-worker relationship can give an employee a sense of social belonging, leading to a positive attitude towards the work place (McCaslistter, 2003). He also pointed out that co- workers support each other which significantly help in job stress reduction of an employee. Therefore, good and close relationship between employees could improve job satisfaction. We can conclude that there is a significant and positive association amongst job satisfaction and co-worker relationship.

•Good management

Role of good managers in good management plays a significant role in employee job satisfaction. It puts responsibility on both the supervisions in the organization and managers (Willa M. Bruce and J. Walton Blackburn, (1992). In order for employees to be satisfied in their work, the management needs to involve them in the decision making process in order to make a sound one. The management should always work to prevent and solve employee problems. In order to do that, they should conduct a job satisfaction surveys. As many researchers shown in their work, employee satisfaction is highly dependent on good management. The felling of the employees has a great impact on their intent to leave or stay in that company. Positive feeling towards good management is associated with job satisfaction.

Employees demand to be able to balance their personal activities and work. In order to achieve this demand they need their managers to expect an amount of work that is reasonable. Good management will allow their employees to work hard but not so much that the work won't interferes with their personal life, leading to satisfied employees.

•Communication and recognition

Good management, employee communication and relationship in an organization is very important for employees so that it could increase their productivity and satisfaction. Often managerial

behaviors influence the employee's productivity and their attitude towards their work place. In order to have good relation with employees needs to have good communication with the employees. As Miles (1996) indicated that communication between the subordinates and superiors or managers is a strong predictor of employee job satisfaction. The way organizational managers speak to the employees has a significant influence on the employee's satisfaction and their productivity (Mayfield 1998).

Job satisfaction and productivity of employees increase if the managers clarify goals, tasks and rewards to them. Managers also should encourage their workers when they perform a good job. The employees desire the feeling that their good work is appreciated by their superiors. Luthans and Stajkovic (2002), agreed with the concept of communication and recognition by proposing the motivational function of communication is reinforcement in employee's satisfaction in their work. Job satisfaction is highly related to immediate recognition to achievements of employees and reward after their accomplishment (Armstrong and Murlis 2004).

2.1.3. Job Satisfaction and Turnover Intention

Job satisfaction and turnover intention are the subjects of many researchers. Turnover continues to be a major obstacle for organizations (Wang, Wang, Xu, & Ji, 2014). The sustainability of an organization is contingent upon employee job satisfaction (Mir & Rainayee, 2016). There is a correlation between job satisfaction and employees' commitment to the organization (Nwokolo & Anyamene, 2016). Tarigan and Wahyu Ariani (2015), in a study of employees within a manufacturing firm in Indonesia, claimed there is a direct correlation between an employee's job satisfaction and turnover intention.

When an employee is not satisfied with the job or organization, the employee has a greater chance of leaving the organization (Kim & Park, 2014). In a study of U.S. military officers, researchers supported a correlation between turnover intention and non-work-related factors (Huffman, Casper, & Payne, 2014). Huffman, Casper, and Payne (2014) also found a correlation between turnover and a reduction in job satisfaction. A study conducted by Saeed, Waseem, Sikander, and Rizwan (2014) of 200 employees within the same organization, supported a strong negative relationship, ($r = -.422$), ($p=0.000$), between job satisfaction and turnover intention. A study of long-term care nurses (Kuo, Lin, & Li, 2014) indicated a strong relationship between increased job satisfaction and decreased

turnover intention. A total of 173 long-term care nurses participated in the study by Kuo, Lin, and Li (2014) with a high relationship between job satisfaction and negative prediction of turnover intention, intentions ($b = -.036, P < 0.001$). Abusive leadership negatively impacts job satisfaction and turnover intention (Palanski, Avey, & Jiraporn, 2014).

To reduce turnover intention, employees need to feel satisfied with their jobs and the organization. Sheraz, Wajid, Sajid, Quershi, and Rizwan (2014) studied more than 200 professional workers in Pakistan. The study concluded that there is a negative correlation between job satisfaction and turnover intent. This result is consistent with the results of a study of higher education in Thailand (Salam, 2017). It is important for managers to discover what makes employees satisfied on the job and implement initiatives to increase job satisfaction.

Not all studies have shown a strong relationship between job satisfaction and turnover intention. Swider, Boswell, and Zimmerman (2011) indicated that multiple factors influence turnover intention. Swider, Boswell, and Zimmerman (2011) focused on how job search influences turnover intention. Their findings do support the relationship between job satisfaction and turnover intention; however, the research also supports a relationship between external job opportunities and turnover intention (Swider, Boswell, & Zimmerman, 2011). Some researchers criticize studies that claim job satisfaction has a direct correlation to turnover. Liu, Mitchell, Lee, Holtom, and Hinkin (2012) conducted their study on a multi-level view of job satisfaction over time because completed studies found variances in job satisfaction results, which were unexplainable. The research, conducted in a recreation and hospitality firm, found that only when analyzing multiple variables can job satisfaction and turnover results be reliable (Liu, et al., 2012).

2.1.4 Theories on job satisfaction

There are several theories which enlighten job satisfaction and thereby employees turnover and intention. The focus of this section is to examine literature pertaining to employee job satisfiers, employee job dissatisfiers, and employee turnover intentions. Therefore, Herzberg's two-factor theory is the theoretical framework of this study and guides the examination of the research constructs and variables.

a) Herzberg's Two-Factor Theory

Herzberg's two-factor theory, also known as motivation-hygiene Theory, is the foundation theory for the examination of the relationship between job satisfaction, job dissatisfaction and the potential for an employee to leave a small business. Herzberg's theory is widely known and accepted (Malik & Naeem, 2013). In 1959, Herzberg first studied employee attitude related to job satisfaction and job dissatisfaction (Herzberg, Mausner, & Snyderman, 1959). This study led Herzberg to develop the motivation-hygiene theory, which introduces a list of contributing factors to employee attitudes about their jobs.

Herzberg (1968) continued his quest to understand employee attitude related to job satisfaction and dissatisfaction. Herzberg developed the two-factor theory, identifying motivators (intrinsic factors) and hygiene (extrinsic factors).

Herzberg identified the following key constructs underlying his theory for job satisfiers: (a) achievement, (b) recognition, (c) work itself, (d) responsibility, (e) advancement, and (f) opportunity for growth and advancement. Herzberg identified the following key constructs underlying his theory for job dis-satisfiers (a) company policy, (b) supervision, (c) work conditions, (d) salary, (e) job security, and (f) interpersonal relations (Ozguner and Ozguner, 2014). Motivational factors, also referred to as satisfiers, described motivation and dissatisfiers are hygiene factors (Herzberg, 1974). Herzberg's two-factor theory is the theoretical framework for the study and will be the main theory for comparative analysis. Job satisfiers are important for increasing motivation, which leads to greater productivity (Chaudhury, 2015). Job dis-satisfiers are not motivational, but lacking job satisfiers leads to job dissatisfaction (Chaudhury, 2015).

Understanding the meaning behind the results of Herzberg's two-factor theory based analysis is important. Herzberg's study of engineers and accountants in Pittsburgh, Pennsylvania in the late 1950s revealed that factors causing job satisfaction are different from factors causing job dissatisfaction (Herzberg, 1964). An absence of factors resulting in job satisfaction does not necessarily mean job dissatisfaction; rather it means no job satisfaction. An absence of factors resulting in job dissatisfaction does not necessarily mean job satisfaction; rather it means no job dissatisfaction. An employee may be dissatisfied even when the intrinsic results are good. Good intrinsic results do not necessarily equate to an employee being satisfied. The same conclusion applies to extrinsic factor results; poor responses do not necessarily mean the employee is dissatisfied (Kulchmanov & Kaliannan, 2014).

Herzberg (1974) concluded that motivators influence long-lasting employee performance results, which is in contradiction to hygiene factors that lead to short-term employee performance and attitudes about the job. The primary source of employee job satisfaction correlates to job satisfaction and job dissatisfaction correlates to work content (Herzberg, 1974). An escalation of employee concerns resulting from hygiene factors imposes a risk for business managers (Herzberg, 1974). Sustainability of a theory is an important consideration for a researcher. Herzberg's two-factor theory remains as one of the most prominent foundations for studies of performance and motivation (Jarkas, Radosavljevic, &Wuyi, 2014). Applicability and sustainability of Herzberg's theory reinforced my decision to use this theory for this study.

2.2 Empirical studies review

In different parts of the world, many writers did an empirical research on the factors influencing job satisfaction of employees and turn over intention. Then many factors were learned to have an impact. From the many researchers who studied the cause of employee's turnover and their intention to leave their job, this chapter reviews some researchers works briefly.

In Nigeria, total Lagos city Company, Samuel E. (2012) studied job satisfaction and employees turnover intention. The research considered three factors: nature of the work, pay satisfaction and supervision that affects employee turnover intention. Based on the questionnaires and survey conducted, they concluded that employees turnover can be reduced by job satisfaction. The research indicated that the company has reduced turnover by having a standard pay structure, comfortable work nature and efficient supervision. In recent studies it was observed that the cause for employee's intent to leave their job is lack of job satisfaction. The lack of job satisfaction originates from insulting working conditions, lack of employee development, job stress, unfair compensation, lack of career growth and negative supervisory support (Ahmed and Sattar, 2014).

As Lee and Jimenez (2010) explained performance based rewards, supervision support also produce job satisfaction leading to reduction in employee's intention to leave their current job. This means job satisfaction is the most significant predicator of turnover intention.

Raddaha (2012) in his study of factors that impacts job satisfaction, dissatisfaction and employees intentions to leave stated that: even if the obvious factors like supervision, work relationships and

occupations have some influences on the job satisfaction, lack of performances based rewards and pay have a high associations with employees intention to quit their jobs. If the employees are dissatisfied with pay, promotion, fringe benefits, co-workers relations there will be a high amount of unsatisfied employees. Many researchers determined that there is an inverse relation between turnover intention and perception of career progression. Also there is a major negative relationship between employee turnover intention and promotion, pay supervision, work nature and communication. Based on this, job satisfaction has a significant effect on turnover and turnover intention (Nazim, 2008).

Mosadeghrad (2008) found there are some positive associations between turnover intention and job satisfaction. The factors that impact the level of employee's job satisfaction are pay, demographic variables, promotion and task variety. As many researchers concluded that job satisfaction and its aspects are the strongest and the major predictors of intention to turnover. The levels of job satisfaction between male and female employees on those job satisfaction aspects were also different.

Anthony G. B. (2012) investigated the influence of job satisfaction, social support and emotional intelligence on employees' turnover intention. The research indicated that job satisfaction, emotional intelligence and social support significantly employ jointly and independently influence employees turn intention. Effective communication, bonuses and rewards are the factors towards job dissatisfaction and satisfaction, also on their intention to leave or stay in the organization. The researcher also suggested that human resource and management workers should plan intervention tactics to diminish turnover intention of their employees.

From the theoretical and empirical studies, we can learn that there are some consistencies in the researchers' findings. Based on those findings, we can conclude there are several causes for employees to leave their jobs. These factors range from job related reasons to personal features of the employees. Some of the variables are fundamental while other variables are extrinsic or the combination of both, which can affect the intent of workers to leave their job in contrary with Herzberg motivation-hygiene theory.

Some factors that the researchers considered are compensations, supervision, and nature of the work, promotion chance, and job security, working environment, job stress, career growth, social support, performance recognition and emotional intelligence etc

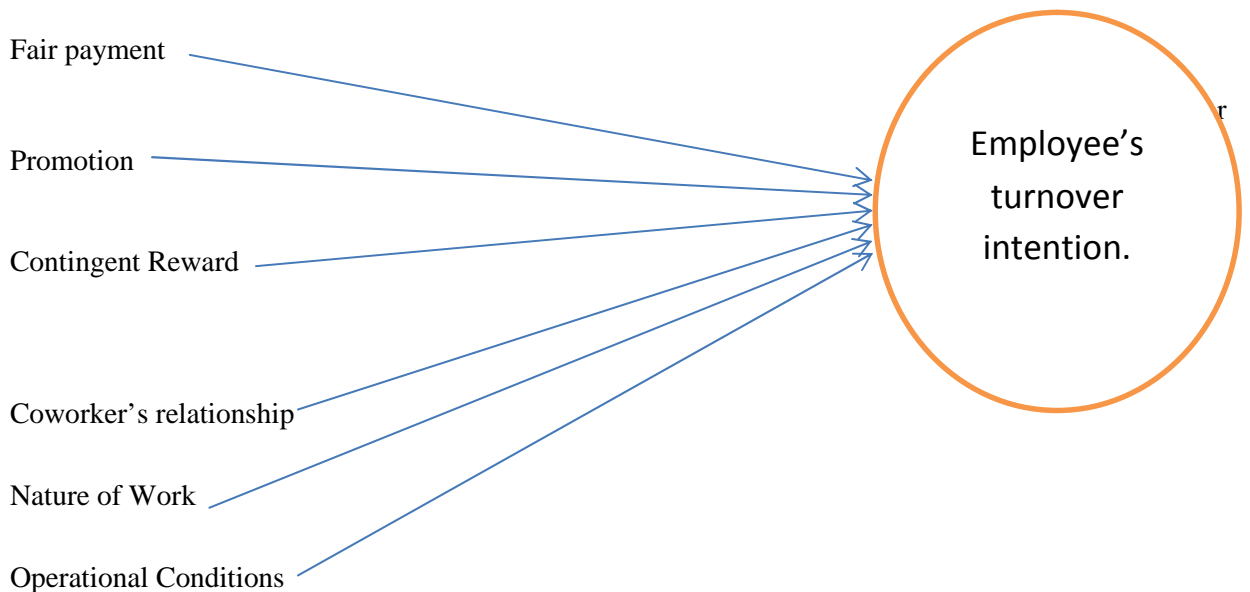
2.3 Conceptual Framework of the study

This research conceptual framework was created by the author of this study based on Herzberg's two-factor theory. As Figure 1 below shows, it reflects the fact that turnover intention (dependent variable) can be influenced by either one of the six different employee job satisfaction as measured in terms of pay, promotion, fringe benefits, operating procedure, coworkers and nature of the work considered in this study. Herzberg's two-factor theory is the theoretical framework for the study and would be the main theory for comparative analysis.

Figure 1 Theoretical framework of the study.

Independent variables

Dependent variable



The above framework shows, we have one path to form a relationship among variables. The path estimates the direct path between the predictor variables and turnover intention. Thus on this path, we have related Fair payment, Promotion, Contingent Reward, Coworker's relationship, Nature of Work, Operational Conditions to turnover intention.

1. Hygiene:- issues, such as salary and supervision, decrease employees' dissatisfaction with the work environment
2. Motivation:- such as recognition and achievement, make workers more productive, creative and committed.

CHAPTER THREE

RESEARCH METHODOLOGY

In this chapter, the procedures used for conducting the research would be discussed. It explains the research designs and methods, research Strategy, validity and reliability of research findings, limitations of the study and data analysis.

3.1 Research designing and approach

The purpose of this study would be to assess the Influence of Job Satisfaction on Employee Turnover Intention at Addis Ababa University: The Case of College of Business and Economics. A descriptive research design would be used to achieve the objectives of the study. It can be used in

studies in which individuals are the unit of analysis, and it is also considered best suited for measuring attitudes and obtaining personal and social facts as well as beliefs (Kerlinger, 1976).

The researcher used both quantitative and qualitative approaches, and hence it was a sequential mixed research method (Creswell 2009).

3.2 Population and Sampling Technique

Target population

The target population of this study was employees of the College of Business and Economics who are working in Addis Ababa University in different job category (academic and administrative workers).

Sample size and sampling technique

The population includes those employees who are working in College of Business and Economics. As of the data obtained from the college Human Resource Management, the total population size i.e. number of academic and administrative staffs including contract employees is 387.

Prior to the actual data collection, emphasis would be made on the determination of sample size that was mainly dependent on the purpose of the study, available resource and precision (variance) required. Sample size is one of the four inter-related features of a study design that can influence the detection of significant differences, relationships or interactions (Peers, 1996). Often, the sample size is expressed in terms of variance. When the variance is unknown, Cochran (1977) listed four ways of estimating population variances for sample size determination: (i) take the sample in two steps, and use the results of the first step to determine how many additional responses are needed to attain an appropriate sample size based on the variance observed in the first step data; (ii) use pilot study results; (iii) use data from previous studies of the same or similar population; (iv) estimate or guess the structure of the population assisted by some logical mathematical results. Because of the homogeneity of employees within job categories and the difference between job categories, stratified random sampling is selected. The selection of employees from each job category will be made following proportional allocation of stratified random sampling technique as described below.

Table 1. Population and Sample Size

No.	Items	Population	Sample Size	%	Sampling Technique	Remark
1	Academic Staffs	126	96	38.4%	Stratified Proportionate and Simple Random	By using 95% confidence level (p < 0.05)
2	Administrative Staff	249	154	61.8%	Systematic Random sampling	By using 95% confidence level (p < 0.05)
	Total	375	250	100 %		By using 95% confidence level (p < 0.05)

As indicated in the above table, two categories of job classifications, namely academic staff mainly engaged in teaching-learning and administrative staff that supports the overall teaching-learning indirectly. The size of the sample in each stratum was determined in proportion to the size of the stratum, termed as proportional allocation (academic staff 76.2% and administrative staff 61.8%) from the sample size of 375 (126 academic and 249 admin staffs). Finally, using the employee database of the College, the final sampling units (375 employees) would be selected following a systematic random sample. Stratification would be employed due to administrative convenience and again in precision in the estimates of the characteristics of the whole population over the systematic random sampling technique. Yamane (1967) provides a simplified formula to calculate sample sizes. This formula was used to calculate the sample sizes in Tables 1 shown below. A 95% confidence level and $P = .5$ are assumed for Equation 5.

$$n = \frac{N}{1 + Ne^2}$$

Where, n is sample size, N is the population size and e is the level of precision. A 95% confidence level and $e = 0.05$ are assumed for the purpose of determining sample size for this study.

$n = 387 / 1 + 387 (0.05)^2$ Gives 197, and contingency 5% which is 10 additional gives 207

Another consideration with sample size is the number needed for the data analysis. If descriptive statistics are to be used, e.g., mean, frequencies, then nearly any sample size would suffice Yamane (1967). On the other hand, a good size sample, e.g., 200-500, is needed for multiple regressions, analysis of covariance, or log-linear analysis, which might be performed for more rigorous state impact evaluations. The sample size should be appropriate for the analysis that is planned.

3.3 Data collection tools/instruments

The data-gathering tools for this study were standardized questionnaires, interviews and document analysis. Questionnaires would be presented for the sampled academic staffs and administrative staffs. But to triangulate the data and so as to gain in-depth information interview would be held with 5 academic staffs and 5 administrative staffs. In addition to this, document analysis such as annual reports, HR policy and procedure would be employed by the researcher by using checklists.

3.3.1 Questionnaires

A standardized questionnaires were used in study, namely; the Job Satisfaction Survey (JSS). Demographic characteristics of the respondents were determined by the questionnaire developed by the researcher. Therefore, this study tried to obtain a single response to the variables of gender, service year, educational level, monthly salary and their work category.

- **The Job Satisfaction Survey (JSS)**

Job satisfaction of the academic staff and admin staff of Addis Ababa University was examined using the Job Satisfaction Survey (JSS). The job satisfaction survey (JSS) is a 24 item, nine facet scale which is developed by Spector in 1985, to assess employee attitudes about the job and aspects of the job. Each facet is assessed with four items, and a total score is computed from all items. A summated rating scale format is used with six choices per item ranging from “strongly disagree” to “strongly agree”. Items are written in both directions, so about half must be reverse scored. The six facets are pay, promotion, contingent rewards (performance based rewards), operating procedures (required rules and procedures), coworkers and nature of the work. Although the JSS was originally developed for use in human service (public) organizations, it is applicable to all organizations

(Spector, 2001). Raters are requested to complete the questionnaire regarding their satisfaction about their job. The JSS is self-explanatory and is completed individually. The questionnaire provides clear instructions as to its completion. There is no time limit for the JSS. Individuals are allowed to complete the questionnaire without direct supervision (Spector, 1997).

In order to compute the various scores, the individual items need to be summed together. The responses to the JSS items are numbered from 1 to 6. A respondent can therefore have a score from 1 to 6 for each item. Some of the items are scored positively and some are scored negatively. A positively worded item is one for which agreement indicates job satisfaction and a negatively worded item is one that indicates dissatisfaction. Thus, respondents who agree with positively worded items and disagree with negatively worded items will have high scores representing satisfaction. Respondents who disagree with positively worded items and agree with negatively worded items will have low scores representing dissatisfaction (Spector, 1997). In order to accurately score the responses, the negatively worded item responses need to be reversed. After the items have been reversed, the numbered responses for the appropriate items are summed. The total satisfaction score is the sum of all thirty-six items. Individual scores are computed by summing the appropriate items and the scores can range from 4 to 24 (Spector, 1997).

With regard to the validity of the JSS, four of the subscales namely; pay, promotion, coworkers and nature of the work correlate well with corresponding subscales of Smith, Kendall and Hulin's Job Description Index (JDI). These correlations range from 0.61 to 0.80, (Spector, 1997).

In Spector's (1997) study, a sample of 3067 individuals completed the JSS and the coefficient alphas ranged from 0.60 for the coworker subscale to 0.91 for the total scale. According to Bryman and Cramer (1997), the accepted minimum standard for internal consistency is 0.80, thus implying that the coworker subscale is somewhat lower than what is expected. Secondly, the test-retest reflects the stability of the scale over time. The reliabilities ranged from 0.37 to 0.74. The relative stability of satisfaction was remarkable in that the time span was 18 months during which several major changes occurred (Spector, 1997). Therefore, taking into account the items and subscales that needed to be measured in this study, the researcher regarded the JSS as the most suitable measure of job satisfaction. Also the content of the scale was applicable for the study. That was the reason that the researcher intends to use this instrument for job-satisfaction.

3.4 Data collection procedure

The questionnaires would be prepared in the medium of English language. Prior to the administration of the questionnaires, the researcher contacted the concerned bodies in order to gain full co-operation which is very essential to obtain meaningful data. Then the researcher would give them the letter written by the University to facilitate some pre-conditions for the effective utilization of time and resources. Then, the questionnaires would be disseminated for the selected subjects and interview will be held with the interviewee. Lastly, the distributed questionnaires were collected for further analysis.

3.5 Data Analysis

Data collected through different tools would be analyzed and interpreted both quantitatively and qualitatively. The quantitative data that would be secured through questionnaires are coded, tallied, tabulated, organized and treated with different statistical techniques for analysis and inferences. Different statistical tools like frequency counts, mean average, weighted mean values, percentages, standard deviation, t-test and correlation analysis would be employed depending on the research questions and the specific nature of the data collected to show the average agreements and disagreements of the respondents, to check the existences of statistically significant difference or similarities on the perceptions of the respondents. Pearson's product-moment correlation test would be made to investigate the relationship between independent and dependent variables by using SPSS version 23. And lastly, a thematic analysis was made for information obtained through interview and document analysis to enrich the quantitative data obtained.

3.6 Ethical Consideration

Regardless of the approach, qualitative research may face ethical issue that would surface during data collection in the field, in analysis and in disseminating qualitative reports (Sarantakos, 2005). Bogdan and Biklen, (1992), group ethical issue into informed consent procedures, confidentiality toward participants or sponsors and protecting the anonymity and privacy of research participants.

Therefore, in this study, the researcher consciously considered ethical issues in seeking consent, avoiding deceptions, maintaining confidentiality, respecting privacy and protecting the anonymity of respondents that would be encountered during the study.

CHAPTER FOUR

4. Presentation, Analysis and Interpretation of Data

This chapter contains the presentation, analysis and interpretation of data. The points dealt with in the chapter are the general characteristics of the sample population and the computed t-test for job satisfaction and turnover intention. Moreover, it includes correlations between job satisfaction variables (intrinsic and extrinsic) and turnover intention.

4.1. Analysis of the Characteristics of Respondents

A total of 250 sample respondents (96 academic staffs and 154 administrative staffs) were drawn from the total of 375 populations of academic staffs and administrative staffs of Addis Ababa University College of Business and Economics. Consequently, 250 questionnaires were distributed to sample respondents. At the end of the day, all the questionnaires distributed for academic staffs and instructors were filled in and returned.

Table 2. Characteristics of Respondents in Relation to Sex, Education and Work Experience

No.	Items		Frequency	Percent
1	Sex	Male	151	60.4%
		Female	99	39.6%
2	Education	Diploma	15	6%
		BA/BSc	115	46%
		MA/MSc	75	30%
		PhD	45	18%
3	Work Experience	Less than 5 yrs	73	29.2%
		5 - 10 yrs	64	25.6%
		11 – 20 yrs	77	30.8%
		21 – 30 yrs	15	6%
		Above 30 yrs	21	8.4%
		Total	250	100.0

Source: Field survey, 2021

In Table 2 item 1 deal with sex distribution of respondents. Accordingly, 151 (60.4%) were male and 99 (39.6%) were female staff members were involved during the study. The data shows that female's participation in the university was very low. Therefore, immense efforts are expected from the university to encourage female's participation in the areas. In Table 2 item 2 depicts the educational qualifications of respondents. As a result, educational qualifications of the majority 115 (46%) were BA/BSC degree, 75 (30%) were MA/MSc, 45 (18%) were PhD and the rest 15 (15%) of the respondents were Diploma in their educational qualifications. Generally, from the data one can conclude that, this study tried to cover respondents from different educational qualifications. In Table 2 item 3 shows characteristics of respondents by work experiences.

Accordingly, the majority 77 (30.8%) of the respondents were between 11-20 years, 73 (29.2%) were less than 5 years, 64 (25.6%) were between 5 – 10 years, 21 (8.4%) were above 30 years and the rest 15 (6%) of the respondents were 21 - 30 years of work experiences in the university. It can be concluded that, data for this study was collected from least experienced to more experienced respondents.

Table 3. Characteristics of Respondents in Relation to Age, Marital Status and Work Category

No.	Items		Frequency	Percent
1	Age Group	25 – 35 yrs.	104	41.6%
		36 - 45 yrs.	110	44%
		46 - 60 yrs.	31	12.4%
		Above 60 yrs.	5	2%
2	Marital Status	Single	66	26.4%
		Married	168	67.2%
		Divorced	16	6.4%
3	Work Category	Academic	96	38.4%
		Administration	154	61.6%
		Total	250	100.0

Source: Field survey, 2021

In Table 3 item 1 shows characteristics of respondents by age group. Accordingly, the majority(44%) of the respondents were between 36-45 years, 104 (41.6%) were between 25-35 years, 31 (12.4%) were between 46 – 60 years and the rest 5 (2%) were above 60 years old. It can be concluded that data for this study were collected from different age group of respondents. Hence, we can induce that the majority of employees in the organization are in the young age group. In Table 3 item 2 shows characteristics of respondents by marital status. As a result, the majority (67.2%) were married, 66 (26.4%) were single and the rest 16 (6.4%) of the respondents were Divorced. In Table 3 item 3 shows characteristics of respondents by work category. Accordingly, 154 (61.6%) academic staffs and 96 (38.4%) administrative staffs of sample respondents were participated in this study. From the data it can be concluded that, data for this study was collected from least paid to more paid respondents.

Table 4 Characteristics of Respondents in Relation to Monthly Salary

No.	Items		Frequency	Percent
1	Monthly Salary	1,500 – 3,000	10	4%
		3,001 – 5,000	91	36.4%
		5,001 – 10,000	58	13.2%
		10,001 – 15,000	76	30.4%
		15,001 – 20,000	15	6%
		Total	250	100.0

Source: Field survey, 2021

Table 4 deals with monthly salary of the respondents. Accordingly, monthly salary of 15 (6%) of the respondents were between 15,001- 20,000 per month, 76 (30.4%) were between 10,001-15,000 per month, 58 (13.2%) were between 5,001-10,000 per month, 91 (36.4%) were paid between 3,001-5,000 per month and the rest 10 (4%) of the respondents monthly salary were between 1,500- 3,000.

4.2. Analysis and Interpretation of Results

The results were interpreted by using the means and standard deviations of the job satisfaction dimensions, then comparing the turnover intention of the staffs and analyzing the dimensions of

job satisfaction. The results of the t-test analysis between turnover intention and job satisfaction of the staffs, the results of correlation analysis and the analysis of variances are also discussed.

4.2.1. Descriptive Analysis of Job satisfaction Dimensions.

In the interpretation of the job satisfaction dimensions, the researcher used the absolute approach by Spector (2007). According to the absolute approach method of Spector (2007), scores with a mean item response of 4 or more represents satisfaction, whereas mean response of 3 or less represents dissatisfaction. Mean scores between 3 and 4 are ambivalence (Spector, 2007).

Table 5. Descriptive statistics of Job Satisfaction of the Staffs

Descriptive Statistics

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Pay	250	1.25	5.50	2.60	1.18
Promotion	250	1.00	5.50	3.02	1.13
Contingent Rewards	250	1.25	5.50	3.36	.99
Coworkers	250	1.50	5.25	3.55	1.15
Operating Conditions	250	1.00	5.50	3.56	1.04
Nature of the work	250	1.00	5.75	3.80	1.15
Valid N (listwise)	250				

Source: Field survey, 2021

Table 5 indicates the means, standard deviations and maximum scores of the job satisfaction dimensions. According to the data in table 5, the means score for nature of the work (3.80) was the highest in comparison to the other job satisfaction dimensions. The maximum score was 5.75 and the standard deviation was 1.15. This, therefore, meant that most individuals were satisfied with the type of work in which they were engaged. However, the standard deviation 1.15 indicated that there were few individuals who perceived job satisfactions as being less positive with regard to the nature of the work they engaged. The mean score of coworker and operating conditions were 3.55 and 3.56 and standard deviation was 1.15 and 1.04 respectively. This indicated that the staffs were satisfied with their coworker relationship and operating conditions of the university. However, the standard deviation indicated that some staffs possibly perceived coworker relationships and the operating conditions differently within the organization. According to table 5, the mean scores for pay and promotion were 2.60 and 3.02 respectively, which were the lowest mean scores compared to the other dimensions of job satisfaction. This, therefore, indicated that

many staffs were to some extent dissatisfied with the salary and promotion opportunities within the organization. However, the standard deviation 1.18 and 1.13 of pay and promotion respectively and the maximum score 5.50 for both dimensions indicated that there were also some staffs who perceived pay and promotion of the organization positively.

Table 6. Descriptive Analysis of Job Satisfaction for Academic Staff
Descriptive Statistics

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Pay	96	1.25	3.75	2.3906	.64666
Promotion	96	1.00	4.25	2.7969	.79083
Contingent Reward	96	1.25	4.75	3.5156	.84900
Coworkers	96	1.50	5.25	3.4922	.93503
Operating Conditions	96	2.00	4.75	3.7969	.78666
Nature of the work	96	1.00	4.75	3.8464	.99827
Turnover Intension	96	1.00	4.50	2.1693	.90357
Valid N (listwise)	96				

Source: Field survey, 2021

Table 6 indicates the means, standard deviations and maximum scores of the job satisfaction dimensions. According to the data in table 6, the means score for nature of the work (3.85) was the highest in comparison to the other job satisfaction dimensions. The maximum score was 4.75 and the standard deviation was 0.99. It was therefore inferred that most of the academic staffs were satisfied with the nature of the work of their organization and the standard deviation also indicated that the majority of the academic staffs perceived job satisfactions as being more positive with regard to the nature of the work.

The mean score for the operating conditions dimension of job satisfaction was 3.79 and the maximum score was 4.75. This, therefore, meant that most individuals were satisfied with the operating conditions in which they were engaged. However, the standard deviation 0.79 indicated that there were few individuals who perceived job satisfactions as being less positive with regard to the operating conditions they engaged in.

With regard to the coworker dimension, the mean score and standard deviation were 3.49 and 0.94 respectively. This indicated that the academic staffs were satisfied with their coworker relationship. However, the standard deviation indicated that some subordinates possibly perceived

coworker relationships differently. According to table 6, the mean score and standard deviation of contingent reward were 3.66 and 0.85 respectively. This, therefore, implied that most of the academic staffs were satisfied with the contingent reward within the organization.

The mean score of pay and promotion were 2.39 and 2.79 respectively. This indicated that most of the academic staffs fairly (moderately) satisfied with the pay and promotion within the organization. However, the standard deviations 0.64 and 0.79 of pay and promotion which are the lowest standard deviations relative to the other dimensions of job satisfaction indicated that there were also some individuals who perceived these dimensions within the organization as not satisfying.

Table 7. Descriptive Statistics of Job Satisfaction of Administrative Staffs

Descriptive Statistics Admin Staff

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Pay	154	1.25	5.50	2.7451	1.40304
Promotion	154	1.25	5.50	3.1510	1.28796
Contingent Reward	154	1.50	5.50	3.2565	1.06141
Coworkers	154	1.50	5.25	3.5893	1.27657
Operating Conditions	154	1.00	5.50	3.4205	1.14785
Nature of the work	154	1.25	5.75	3.7825	1.23395
Turnover Intension	154	1.00	5.00	2.7143	.94256
Valid N (listwise)	154				

Source: Field survey, 2021

Table 7 indicates the means, standard deviations and maximum scores of the job satisfaction dimensions. According to the data in table 6, the means score for nature of the work (3.78) was the highest in comparison to the other job satisfaction dimensions. The maximum score was 5.75 and the standard deviation was 1.23. It was therefore inferred that most of the admin staffs were satisfied with the nature of the work of their organization and the standard deviation also indicated that the majority of the academic staffs perceived job satisfactions as being more positive with regard to the nature of the work.

The mean score for the operating conditions dimension of job satisfaction was 3.42 and the maximum score was 1.14. This, therefore, meant that most individuals were satisfied with the operating conditions in which they were engaged. However, the standard deviation 1.14 indicated

that there were few individuals who perceived job satisfactions as being less positive with regard to the operating conditions they engaged.

With regard to the coworker dimension, the mean score and standard deviation were 3.59 and 1.27 respectively. This indicated that the admin staffs were satisfied with their coworker relationship. However, the standard deviation indicated that some subordinates possibly perceived coworker relationships differently. According to table 7, the mean score and standard deviation of contingent reward were 3.26 and 1.06 respectively. This, therefore, implied that most of the admin staffs were satisfied with the contingent reward within the organization.

The mean score of pay and promotion were 2.75 and 3.15 respectively. This indicated that most of the admin staffs fairly (moderately) satisfied with the pay and promotion within the organization. However, the standard deviations 1.40 and 1.28 of pay and promotion which are the highest standard deviations relatively to the other dimensions of job satisfaction indicated that there were also some individuals who perceived these dimensions within the organization as not satisfying.

4.3. Analysis of Variances (ANOVA)

4.3.1. ANOVA of Turnover Intension and Dimensions of Job Satisfaction

Table 8. ANOVA of Turnover Intension and job satisfaction dimensions

		Sum of Squares	Df	Mean Square	F	Sig.
Pay	Between Groups	60.526	15	4.035	5.537	.000
	Within Groups	170.530	234	.729		
	Total	231.056	249			
Promotion	Between Groups	62.457	16	3.904	5.395	.000
	Within Groups	168.599	233	.724		
	Total	231.056	249			
Contingent Reward	Between Groups	88.092	15	5.873	9.612	.000
	Within Groups	142.964	234	.611		
	Total	231.056	249			
Coworkers	Between Groups	89.625	13	6.894	11.504	.000
	Within Groups	141.431	236	.599		
	Total	231.056	249			
Operating Conditions	Between Groups	91.043	16	5.690	9.469	.000
	Within Groups	140.013	233	.601		
	Total	231.056	249			
Nature of the work	Between Groups	107.211	18	5.956	11.110	.000
	Within Groups	123.846	231	.536		
	Total	231.056	249			

Source: Field survey, 2021

As indicated in table 8, a one-way ANOVA was conducted to evaluate the impact of the dimensions of job satisfaction on employee's turnover intention in Addis Ababa University College of Business and Economics. Accordingly, results in table 8 showed that on all dimension of job satisfaction, there were statistically significant differences in mean scores across the groups of participants. In addition, the mean square 4.04 and 3.9 of pay and promotion respectively were relatively the least mean squares when compared to the rest dimensions of job satisfaction. This implies that most staffs had almost equal view on their dissatisfaction of the pay and promotion dimension and the level of their satisfaction differs among the rest dimensions of the job satisfaction.

4.4. Relations between Job Satisfaction and Turnover Intent of Employees

The results of the correlation analysis of the dimensions of job satisfaction and turnover intentions of the staffs were presented below.

Figure II. Correlation Strength Determination for Correlation Analysis

Correlation strength	Positive values	Negative values
Small	r=0.10 to 0.29	r = -10 to -.29
Medium	r=.30 to .49	r= .30 to -.49
Large	r=.50 to 1.0	r= -.50 to -1.0

Source: Cohen (1988)

The range of possible correlation coefficient values is from -1 to +1. A Pearson r correlation value without a sign indicates that the relationship is positive, whereas, the negative sign in front of the Pearson correlation coefficient indicates the relationship is negative. A positive relationship means when scores increase (or decrease) in one variable, they increase (or decrease) in the other variable-thus, scores change in the same direction. A negative relationship means the scores change in the opposite direction.

4.4.1. Correlation of Promotion, Contingent Reward and Nature of the work and Turnover Intension

Table 9. Correlation analysis of Job Satisfaction Dimensions and Turnover Intension

		Correlations			
		Promotion	Contingent Rewards	Nature of the Work	Turnover Intension
Turnover Intension	Pearson Correlation	-.003	-.167**	-.014	1
	Sig. (2-tailed)	.967	.008	.824	
	N	250	250	250	250

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

Source: Field survey, 2021

As indicated in table 9, a Pearson product-moment correlation was conducted to evaluate the relationship between job satisfaction dimensions (promotion) and turnover intention. Accordingly, there was a weak negative correlation between promotion and turnover intention ($r = -0.003$), and the correlation is not statistically significant (0.009% coefficients of determinations $p = 0.97$). The result of the correlation table also shows that there is a weak negative correlation between contingent reward and turnover intention ($r = -0.167$), and the correlation is statistically significant ($p = 0.008$ and coefficients of determinations = 2.67%). Turnover intention is also negatively related to nature of work ($r = -0.014$), and the correlation is not statistically significant ($p = 0.82$ and coefficients of determinations = 0.021%).

4.4.2. Correlation of Pay, Operating Conditions and Coworkers and Turnover Intension

Table 10. Pay, Operating Conditions and Coworkers and Turnover Intension

		Correlations			
		Pay	Operating Conditions	Coworkers	Turnover Intension
Turnover Intension	Pearson Correlation	.117	-.026	.139*	1
	Sig. (2-tailed)	.065	.678	.028	
	N	250	250	250	250

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

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

Source: Field survey, 2021

The above table (Table 10), illustrates the relationship between job satisfaction dimensions (pay) and turnover intention. Accordingly, there was a weak positive correlation between pay and turnover intention ($r = 0.117$), and the correlation is not statistically significant ($p=0.07$ and coefficients of determinations = 1.37%). The correlation result also shows a weak negative correlation between operating conditions and turnover intention ($r = -0.026$), and the correlation is statistically significant ($p=0.68$ and coefficients of determinations = 0.068%). On the other hand, turnover intention has a strong positive relationship with coworkers dimension ($r=0.139$), and the correlation is statistically significant ($p=0.03$ and coefficients of determinations = 1.93%).

Table 11. Correlation of Job Satisfaction Dimensions and Turnover Intention of Academic Staffs

		Correlations						
		Pay	Promotion	Contingent Reward	Coworkers	Operating Conditions	Nature of the work	Turnover Intension
Turnover Intension	Pearson Correlation	-.216*	-.089	-.600**	-.002	-.257*	-.051	1
	Sig. (2-tailed)	.035	.386	.000	.982	.012	.621	
	N	96	96	96	96	96	96	96

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

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

Source: Field survey, 2021

The above table illustrates the relationship of the dependent variable (job satisfaction dimensions) with (dependent variable) turnover intention for the academic staff. Accordingly, there was a strong negative correlation between pay and turnover intention ($r = -0.216$), and the correlation is statistically significant ($p=0.035$ and coefficients of determinations = 4.46%). The table also shows that there is a strong negative correlation between operating conditions and turnover intention ($r = -0.257$), and the correlation is statistically significant ($p=0.012$ and coefficients of determinations = 6.6%).

Similarly, the result of the table indicates the relationship between coworkers dimension and turnover intention. Accordingly, there was a weak negative correlation between coworkers and turnover intention ($r = -0.002$), and the correlation is not statistically significant ($p=0.98$ and coefficients of determinations = 0.004%). The promotion, contingent reward and nature of the work dimensions of job satisfaction and turnover intention had a negative correlation with a value of ($r = -0.089$), and the correlation is not statistically significant (0.79% coefficients of

determinations $p=0.39$), ($r= -0.600$), and the correlation is statistically significant ($p=0.000$ and coefficients of determinations = 36%), ($r= -0.051$), and the correlation is not statistically significant ($p=0.62$ and coefficients of determinations = 0.26%) respectively.

Table 12 Correlation of Job Satisfaction and Turnover Intention of admin Staffs
Admin Correlations

		Pay	Promotion	Contingent Reward	Coworkers	Operating Conditions	Nature of the work	Turnover Intension
Turnover Intension	Pearson Correlation	.166*	-.033	.080	.194*	.138	.014	1
	Sig. (2-tailed)	.039	.689	.322	.016	.087	.860	
	N	154	154	154	154	154	154	154

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

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

Source: Field survey, 2021

Table 12 shows the correlation of the job satisfaction dimensions with employee turnover intention for the admin staff. Accordingly, there was a strong positive correlation between pay and turnover intention ($r= 0.166$), and the correlation is statistically significant ($p=0.039$ and coefficients of determinations = 2.76%). There is also a positive correlation between operating conditions and coworkers with turnover intention with a value of ($r= 0.138$), and the correlation is not statistically significant ($p=0.087$ and coefficients of determinations = 1.9%), ($r= 0.194$), and the correlation is statistically significant ($p=0.016$ and coefficients of determinations = 3.7%) respectively.

On the other hand, promotion and contingent reward dimensions have a negative relationship with turnover intention. Accordingly, there was a weak negative correlation between promotion and turnover intention ($r= -0.033$), and the correlation is not statistically significant (0.11% coefficients of determinations $p=0.689$), ($r= -0.08$), and the correlation is not statistically significant ($p=0.322$ and coefficients of determinations = 0.64%) respectively. Turnover intention is positively correlated with nature of the work with a value of ($r= 0.014$), and the correlation is not statistically significant ($p=0.86$ and coefficients of determinations = 0.02%).

4.5 Regression Analysis

4.5.1. Regression Analysis of Job Satisfaction Variables and Turnover Intention

Table 13a. Linear Regression Analysis between Job Satisfaction Variables and Turnover Intention

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.401 ^a	.161	.140	.89312

a. Predictors: (Constant), Nature of the work, Pay, Operating Conditions, Promotion, Contingent Rewards, Coworkers

As shown in table 13a, the overall correlation coefficient (R) between the independent variables and the dependent variable (turnover intension) in the sampled faculty was 0.401. This means that there was a strong positive relationship between turnover intension and the independent variables (variables of job satisfaction). Furthermore, table 10a indicates that the model explains only 14.0% of the variations in turnover intension effectiveness in the faculty as shown by $R^2 = 0.140$. Hence 86.0% variations in turnover intension effectiveness is explained by other factors not included in the models.

Table 13b. Analysis of variiances (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.223	6	6.204	7.777	.000 ^b
	Residual	193.833	243	.798		
	Total	231.056	249			

a. Dependent Variable: Turnover Intension

b. Predictors: (Constant), Nature of the work, Pay, Operating Conditions, Promotion, Contingent Rewards, Coworkers

According to table 13b, the overall significance of model 1 was 0.000 with an F value of 7.777. This shows that the factors show a statistically significant effects on turnover intension effectiveness (the level of significance was lower than 0.05).

Table 13c. Analysis of Coefficients of Intrinsic and Extrinsic Job Satisfaction over Turnover Intention

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2.426	.244		9.946	.000
	Intrinsic Job Satisfaction	-.352	.098	-.333	-3.569	.000
	Extrinsic Job Satisfaction	.392	.103	.354	3.793	.000

a. Dependent Variable: Turnover Intension

As indicated in table 13c, a Linear Regression Analysis of Coefficients of Intrinsic and Extrinsic Job Satisfaction over Employee's Turnover Intention was conducted to evaluate the impact of Intrinsic and Extrinsic Job Satisfaction on the Employee's Turnover Intention. Accordingly, in both dimensions of the job satisfaction there were statistically significant impact of Intrinsic and Extrinsic Job Satisfaction on the Employee's Turnover Intention. The magnitude of Eta Squared were small (Eta squared = 0.025 and 0.028 for Intrinsic and Extrinsic Job Satisfaction respectively).

In the above table, stepwise regression analysis were calculated using each component of intrinsic and extrinsic job satisfaction as predictors and turnover intension as the dependent variable. Accordingly, from table 10c, it can be seen that the domain of extrinsic job satisfaction emerged as the strongest predictor (= 0.35, $p < 0.01$) and intrinsic job satisfaction as the second predictor (= -0.33, $p < 0.01$) of the employee's turnover intension. This means that mostly the extrinsic job satisfaction has an effect on employee's turnover intension.

4.6 The Interview Narrative

The area of interview was what major factors dissatisfy employee in the organization, what major factors satisfy employees and from the academic and admin staff who leave the organization mostly. Therefore, the major finding of the interview conducted with the 4 academic and 4 admin staff were as follows. As the researcher conducted the interview about what major factors dissatisfy employee in the organization, all of the interviewee responded that they were dissatisfied with the amount of the salary paid for them because it does not fair payment with regard to the inflation observed in the country. Regarding what major factors satisfy employees, they informed that they were satisfied with the working environment and nature of the work of the organization. In case of which staff members from the academic and admin staff who leave the organization mostly, the interviewee replied that mostly turnover intention was observed on the admin staffs specially those who have newly employed because the salary level they were employed has relatively on low scale from that of the academic staff. Generally, the responses of the interviewee were mostly in line with the findings of the quantitative data.

CHAPTER FIVE

5. Summary, Conclusions and Recommendations

This chapter deals with the summary of major findings, conclusions and recommendations.

5.1 Summary of Major Findings

This study was aimed at assessing the link between job satisfaction and employee's turnover intention at Addis Ababa University College of Business and Economics. Consequently, the study was also conducted to answer the following basic questions.

1. How does fair payment and promotion influence the turnover intention of employees at the CoBE?
2. How does coworkers' relationship influence employee's turnover intention of the CoBE?
3. How does contingent reward influence employee's turnover intention of the CoBE?
4. How does operating conditions and nature of work influence employee's turnover intention of the CoBE?
5. Which of the job satisfaction and dissatisfying factors most relate with the turnover intention of the academic and administrative employees at the CoBE?

In order to address these basic questions, questionnaires, interview and document analysis were employed to gather information. 250 questionnaires were distributed for 96 academic staffs and 154 administrative staffs. All the questionnaires distributed were properly filled and returned. At last, the study came up with the following major findings.

Descriptive Analysis of Job satisfaction Dimensions

The means score for nature of the work (3.80) was the highest in comparison to the other job satisfaction dimensions. The maximum score was 5.75 and the standard deviation was 1.15. This, therefore, meant that most individuals were satisfied with the type of work in which they were engaged. However, the standard deviation 1.15 indicated that there were few individuals who perceived job satisfaction as being less positive with regard to the nature of the work they engaged.

The mean score of coworker and operating conditions were 3.55 and 3.56 and standard deviation were 1.15 and 1.04 respectively. This indicated that the staffs were satisfied with their coworker relationship and operating conditions of the university. However, the standard deviation indicated that some staffs possibly perceived coworker relationships and the operating conditions differently within the organization.

The mean scores for pay and promotion were 2.60 and 3.02 respectively, which were the lowest mean scores compared to the other dimensions of job satisfaction. This, therefore, indicated that many staffs were to some extent dissatisfied with the salary and promotion opportunities within the organization. However, the standard deviation 1.18 and 1.13 of pay and promotion respectively and the maximum score 5.50 for both dimensions indicated that there were also some staffs who perceived pay and promotion of the organization positively.

ANOVA of Turnover Intension and Dimensions of Job Satisfaction

A one-way ANOVA was conducted to evaluate the impact of the dimensions of job satisfaction on employee's turnover intention in Addis Ababa University College of of Business and Economics. All dimension of job satisfaction, there were statistically significant differences in mean scores across the groups of participants. In addition, the mean square 4.04 and 3.9 of pay and promotion respectively were relatively the least mean squares when compared to the rest dimensions of job satisfaction. This implies that most staffs had almost equal view on their dissatisfaction of the pay and promotion dimension and the level of their satisfaction differs among the rest dimensions of the job satisfaction.

Relations between Job Satisfaction and Turnover Intention of Employees.

A Pearson product-moment correlation was conducted to evaluate the relationship between job satisfaction dimensions (promotion) and turnover intention. Accordingly, there was a weak negative correlation between promotion and turnover intention ($r = -0.003$), and the correlation is not statistically significant (0.009% coefficients of determinations $p = 0.97$). The result of the correlation table also shows that there is a weak negative correlation between contingent reward and turnover intention ($r = -0.167$), and the correlation is statistically significant ($p = 0.008$ and coefficients of determinations = 2.67%). Turnover intention is also negatively related to nature of

work ($r = -0.014$), and the correlation is not statistically significant ($p = 0.82$ and coefficients of determinations = 0.021%).

A Pearson product-moment correlation was also conducted to evaluate the relationship between intrinsic and extrinsic dimensions of job satisfaction and turnover intention. Accordingly, there was a negative correlation between intrinsic dimension of job satisfaction ($r = -0.068$ and coefficients of determinations = 0.46%), but the correlation was not statistically significant ($p = 0.29$). The data revealed that as there was a positive correlation between extrinsic job satisfaction ($r = 0.104$ and coefficients of determinations = 1.08%), but the correlation was not statistically significant ($p = 0.10$).

5.2. Conclusions

In this study, the link between job satisfaction and employee's turnover intention was investigated and determined. Accordingly, based on the major findings the study reached the following conclusions:

Job satisfaction has a significant but weak influence on the turnover intention of the participants. The outcome of this research could be used as useful administrative tools that might further improve the university's effectiveness and efficiency.

From the findings, it can be seen that the domain of extrinsic job satisfaction emerged as the strongest predictor and extrinsic job satisfaction as the second predictor of the employee's turnover intention. This means that mostly the extrinsic job satisfaction has an effect on employee's turnover intention. Although the pay and promotion factor has relatively high relationship with the turnover intention of the employee at Addis Ababa University, the organization should not deny the importance of this factor. The reason to force the organization to emphasize on these factors is supported by the research done by Newman and Hodgetts (1998) among the hospitality associates who found that good wages are the top work factors that influence the motivation of the employees.

Furthermore, the concept of external opportunities plays a very significant role in this research context. In this case, the research attempts to support the University's management to get a better picture of the status of their employees concerning turnover intentions.

5.3 Recommendations

In light of the major findings of the study and the conclusion drawn, the following recommendations are forwarded:

The issue of turnover and turnover intentions seems to be topical among the professional high-performance employees and human resource managers. Management should first of all, constantly be aware of employee turnover intentions. Knowledge of the potential tangible and intangible turnover costs should lead to prioritization of this issue on the managers "to-do" list. Periodical measurement of intentions should be done informally through interactions on the work floor and formally through surveys.

Implementation of monitoring systems tracking turnover within specific demographic groups would be even better. In addition, effective exit interviews should be conducted to understand the factors that led to an actual turnover. This information should then be linked back to data achieved from the monitoring systems. Thus, the organization should research the link between turnover and turnover intentions. Furthermore, the turnover intention data should be used to identify and target valuable high-risk employees who have high intentions of leaving. These employees' job satisfaction should then be assessed and enhanced if possible.

Based on this study and similar literature, job satisfaction is a very good predictor of turnover intentions. Thus, management focus on job satisfaction should be high. Job satisfaction facets that yielded scores representing satisfaction were pay and benefit, promotion and working condition. Management practice should at least focus on consolidating and monitoring these ratings (Firth et al., 2004). Human relations and interactions should be enhanced by effective communication strategies, which foster awareness and trust. This could increase team cohesion, commitment and loyalty. Lack of information, at the same time as sudden organizational changes, such as task renewals, restructuring, new leadership and new teams, could damage human relations and cause dissatisfaction with the work environment.

Pay and promotion were facets for which most employees reported dissatisfaction. Satisfaction with pay and promotion can be enhanced through smart organizational restructuring, by the creation of special teams of high performers and by assigning them to special projects which

require job enrichment, leadership and increased responsibility. Assignment to these projects should be compensated by performance rewards. In the end, if these employees have performed well, they would have experienced the feel of more pay and promotion whilst the organizations would have benefited from the employees' optimized contributions.

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Appendix I

Addis Ababa University
College of Business and Economics
Department of Public Administration and Development Management
Graduate Program

Questionnaire to be filled by Academic and Admin Staffs

Dear Respondent:

This questionnaire is designed to solicit the relevant information for the research carried out on the topic “The Influence of Job Satisfaction on Employee Turnover Intention at Addis Ababa University: The Case of College of Business and Economics”. Accordingly, the purpose of this study is to investigate the Influence of Job Satisfaction on Employee Turnover Intention. Besides, the study is conducted for academic purpose for partial fulfilment of the requirements of the Master Degree in Public Administration. Hence, your responses will be kept confidential. The soundness and the validity of the findings highly depend on your kind and genuine responses. Therefore, I kindly request you to fill the questionnaire carefully and return back to me as much as possible as per the indicated time. /To be returned within three days/. If you have any question about this questionnaire, you can contact: Haimanot Tadesse Mobile No. 0911 30-89- 02 Email hamita.sole@gmail.com

Thank you in Advance!

General Directions

1. No need of writing your name
2. Please put a tick (✓) mark in the box “ for your answer and for the number of your choice for the alternatives given 0, 1, 2, 3, 4, 5, 6 in part II.

Part I. Demographic Information

1. Sex A. Male B. Female

2. Educational Qualification
 - A. BA/BSC
 - B. MA/MSc
 - C. PhD
 - D. If any, Please specify_____

3. Year of service in the university/work experience
 - A. Less than 5 yrs
 - B. 5 – 10 yrs
 - C. 11-20 yrs
 - D. 21 -30 yrs
 - E. above 30 yrs

4. Age Group: A. 25 -35yrs B. 36 -45 yrs C. 46 – 60 yrs yrs D. above 60 yrs

5. Marital status: A married B bachelor C. divorced D. other

6. Staff Category: A. Academic B. Administrative

7. Monthly income/salary (in birr) A. 1500-3000 B. 3001-5000 C. 5001-10,000 D. 10,001- 15,000 E. 15,001 20,000 F. above 20,000

Part II.This questionnaire is to describe your level of satisfaction in your job. The six point scales of the alternatives represent from a score of one being the lowest possible score to a score of six being the highest possible score for positive statements of satisfaction and a score of one being the highest possible score to a score of six being the lowest possible score for negative statements of dissatisfaction from the list provided. Please indicate your level of satisfaction with various facets of your job by making “ “ mark in the box under the alternatives given 1,2,3,4,5, and 6.

Use the following rating scale:

1= Disagree very much 2= Disagree moderately 3= Disagree slightly 4= Agree slightly
 5= Agree moderately 6= Agree very much

No.	Items	1	2	3	4	5	6
1	I feel I am being paid a fair amount for the work I do.						
2	Raises are too few and far between.						

3	I feel appreciated by the organization when I think about what they pay me.						
4	I feel satisfied with my chances for salary increases.						
5	There is really too little chance for promotion on my job.						
6	Those who do well on the job stand a fair chance of being promoted						
7	People get ahead as fast here as they do in other places.						
8	I am satisfied with my chances for promotion						
9	When I do a good job, I receive the recognition for it that I should receive.						
10	I do not feel that the work I do is appreciated						
11	There are few rewards for those who work here.						
12	I don't feel my efforts are rewarded the way they should be.						
13	I like the people I work with						
14	I find I have to work harder at my job because of the incompetence of people I work with.						
15	I enjoy my coworkers.						
16	There is too much bickering and fighting at work						
17	Many of our rules and procedures make doing a good job difficult.						
18	My efforts to do a good job are seldom blocked by red tape.						
19	I have too much to do at work.						
20	I have too much paperwork.						
21	I sometimes feel my job is meaningless.						
22	I like doing the things I do at work.						
23	I feel a sense of pride in doing my job.						
24	My job is enjoyable.						

Part III. This questionnaire is to describe your turnover intention in your job. The five point scales of the alternatives represent from a score of one being the lowest possible score to a score of five being the highest possible score. Please indicate your turnover intention with various facets of your job by making “ ” mark in the box under the alternatives given 1,2,3,4, and 5.

Use the following rating scale:

1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree s 5= Strongly Agree

No.	Items	1	2	3	4	5
1	As soon as I can find a better job I will quit this university					
2	I often think about quitting my job					
3	I intend to leave the university within the next 12 months					
4	I will probably look for a new job/ transfer next year					

Thank you!!

