



**DETERMINANT FACTORS OF TURNOVER INTENTION OF
EMPLOYEES; THE CASE OF FDRE MINISTRY OF
EDUCATION**

BY:

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**A Thesis Submitted to Addis Ababa University School of Commerce, in the
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Addis Ababa, Ethiopia

Declaration

I declare that this thesis (Determinant factors of Turnover Intention of Employees; The case of FDRE Ministry of Education) is my original work. It has not been submitted for a degree in any other universities and all the materials used in this study have been duly acknowledged.

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STATEMENT OF CERTIFICATION

This is to certify that Umer Kebite has carried out his research work entitled “Determinant Factors of Turnover Intention of Employees: The Case of FDRE Ministry of Education” for the partial fulfillment of Masters of Arts in Human Resource Management at Addis Ababa University School of Commerce. This study is original and is not submitted for any degree in this university or any other universities and is suitable for submission of Masters of Arts in Human Resources Management.

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Abbreviation

FDRE- Federal Democratic Republic of Ethiopia

MoE- Ministry of Education

HR- Human Resource

SPSS - Software Package for Social Science

SHRM-Society for Human Resource Management

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ABSTRACT

The rate at which employees enter and withdraw from organization has become a source of concern to HR managers given the damaging effect of frequent turnover could have on organizations. Turnover intention is defined as an employee's intent to find a new job with another employer or organization. Turnover intention is basically the manifestation of one's inner feeling about his or her job. In other words, it is an emotional state linked to one's job, which would effectively be translated into job behaviors, and in due course would positively or negatively affect the overall performance of an employee. The main objective of the study is to identify the determinant factors that affect turnover intentions of employees and the method employed to investigate the problems is descriptive research. Both quantitative and qualitative method is used to assess the variables of the study i.e.; personal factors, internal (push) factors and external (pull) factors which are associated with turnover intentions of employees in the Ministry of Education. The researchers have used stratified sampling method to select the samples that are representative and 252 employees were selected by proportionate stratified random sampling. The primary data has been gathered through close ended questionnaire using five point likert scales from existing employees and in-depth interview was conducted with the HR director and personnel's. The data that was gathered through questionnaires were analyzed by using a software package called SPSS version 20 and the interview results were analyzed via description of facts. The researcher has found out that turnover intention in the organization is affected by a combination of personal factors, internal (push) factors and external (Pull) factors significantly. Among personal factors; health problems, wanting to have personal business or planning to open a new business and family related problem, certain female employees quit after giving birth because they want to focus their attention into their families, job expectation not fulfill by the organization and desire to learn new skill. The major internal (push) factors; lack of motivation and reward for good work or performance, dissatisfaction with salary and benefit packages, little opportunities for promotion and development or career advancement, lack of recognition for the accomplishment of work, dissatisfaction with the job assignment, content and description, lack of freedom and fairness/justice, lack of communication and participation in decision making, dissatisfaction with leadership and supervision, lack of work life balance and lack of conducive working environment or poor relationship with co-workers. The key external (pull) factors; availability of high salary and benefit packages offered in the other organization or industry, perceived alternative employment opportunities, better career advancement and good boss as well as new challenge and interesting work, good organization culture and support and better life-work balance manifested in other organization or industry. Generally, based on the above findings the researchers were forward the possible recommendation and future research direction.

Keywords: *Turnover intention, Personal Factors, Internal (Push) Factors, External (Pull) Factors*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Employee turnover is an important issue that possesses a significant challenge for organizations. Since human capital is central to an organization's performance, workforce attrition can have a profound impact on an organization's performance, growth and general business outcomes. Human resource is considered the center of all development processes of economy. However, today's competitive business scenario is deteriorating social conditions of human resources, hence causing employee turnover (Shukla, and Sinha, 2013). Professional employees' turnover is an important and pervasive feature of the labor market.

Employee turnover is the rotation of worker around the labor market. The term turnover also defined by Price (1977) as: "the ratio of number or organizational members who have left during the period being considered and the average number of people in the organization during the period". Turnover is a behavior which describes the process of leaving or replacing employees in an organization.

Benedict, et al., (2012) defined Labor turnover as the rate at which an employer gains and losses employees. Simple ways to describe it are "how long employees tend to stay in the organization". Employee turnover is defined as "the rate at which employees enter and leave a company in a given fiscal year." HR professionals and organization executives focus on turnover for three main reasons: - it has significant cost implications, it affects overall business performance and it has the potential to become difficult to control which result in a talent loss and hard to find quality candidates with the skill sets required to fill open positions (Tett & Meyer, 1993).

Turnover intention is a well-known subject to the organization in any business culture and industry. It is one of the most important topics that need due considerations at workplace and in any organization. Meyer et al. (1993) defined turnover intention as conscious willfulness to seek other alternative jobs opportunities in other organizations. No matter how big or small the

organization, turnover intentions among the employees exists and always be a main concern for organization to reduce or eliminate due to the existence of associated cost.

Researchers such as Ajzen and Fishbein (1980) and Igarria and Greenhaus (1992), explained that intentions are the most immediate determinants of actual behavior. Intentions are important for organizations and researchers because once people have actually implemented the behavior to quit; there is little likelihood of gaining access to them to understand their prior situation. Employee turnover is one of the challenges that faced the work organization and have impact in the performance of those organizations. The concept of Employee Turnover represents one of the themes in the analysis of the world of work among scholars in the field of management, organization behavior, and human psychology. It refers to when an individual entered a company, the interaction between the companies and the individual was supposed to increase. If the interaction could not increase to an appropriate extent, the individual's past experience would turn to be so-called Guiding Crisis and the individual would leave eventually. Accordingly, turnover intention is a significant factor in predicting turnover. Turnover intention means the strength of intention an individual has to leave his present job and look for another job opportunity. Many studies show that employee turnover intention has strong relation to organizations (Chang, 2009).

Employee departures affect organizations in terms of measurable financial costs as well as intangible knowledge based and productivity costs. Companies incur direct and indirect expenses, which include the cost of advertising, headhunting fees, human resource costs, loss of productivity, new hire training, and customer retention, every time they have to replace an employee, (Beam, 2009). According to a 2008 SHRM study, the cost to replace and hire new staff may be as high as 60% of an employee's annual salary, whereas total costs of replacement, including training and loss of productivity, can range from 90% to 200% of an employee's annual salary. Those expenditures can be difficult to absorb, whether an organization is a small company or a large global firm. Loss of employee talent hinders the development of new products, disrupts client relationships and delays customer deliverables. These production delays, along with replacement costs of employee turnover, negatively affect overall business performance and success. Organizations with a high employee turnover rate face expensive recruitment and training cost for the new employee, loss of productivity, public relation cost

associated with having a large number of voluntary resignation in the society, spreading gossip about the organizations and a remaining workforce that ends up with work overload and therefore more likely to quit too.

Employees leave organizations for all sorts of reasons. Some find a different job, some go back to school, and some follow a spouse who has been transferred out of town. Others retire, get angry about something and quit on impulse, or never intended to keep working after earning a certain amount of money. Still others are fired or laid off, or they come into money (a lottery win, an inheritance) and decide they no longer need a job (Allen, 2008). Other reasons employees leave include unhappiness with the work, inadequate compensation, unsafe and unhealthy conditions, unrealistic expectations, inappropriate processes or tools, and poor candidate screening, lack of career opportunities and challenges, dissatisfaction with the job-scope or conflict with management (Benedict, et al., 2012). Intention to quit is influenced by organizational commitment (Parasuraman, 1982). Alternative job opportunity and remuneration has a significant influence on turnover intention. This view is also supported by Igbaria and Greenhaus (1992). On the other hand, job satisfaction has a significant and negative relationship with turnover intention (Spector, 1997). Turnover intention of employees are influenced by perception of employees satisfaction in terms of pay, promotional opportunities, relationships with supervisors, employee's performance management system and fringe benefits.

Employee turnover is continues to be a particularly prolific area of research, with many publications on the topic. Evidence suggests that turnover is triggered by dissatisfaction with such factors as relationships with supervisors, job content, working conditions, and pay (Griffeth, Horn, and Gaertner 2000). While other factors may influence an individual's decision to leave, such as the competitive conditions of the local market, it is clear that management has direct control over many of the most important drivers of employee turnover.

The analysis of employees turnover is a vital role of the human resource department as the data may be used to forecast future recruitment requirements, assists an organization's retention strategy and succession plan as well as to set assertive mechanisms of turnover reduction to achieve the organizational goals. It also highlights areas of business that may require assistance in terms of people management problem issues and by measuring employee turnover on regular

basis an organization can immediately recognize a change in levels and implement strategies for dealing with this.

Ministry of Education is one of the public organization which is aimed at building an education and training system which assures quality and equity education. It mainly focus on producing competent citizens through nurturing the execution capacity of the education and training sector, designing and assuring standards of efficiency, expanding well equipped higher education and publicizing all activities, ensuring productive, equitable, participatory and quality education and training as well as practically ensure that education is the key instrument for dealing with development. It has a total of 725 employees as of Dec 31, 2017 (684 permanent and 41 contractual employees) actually doing their assigned work to realize this national policies and strategies of the country. It has a problem of frequent employee turnover due to different factors which need to be addressed to retain all rounded competent workforce to achieve the intended goals or objectives of the organization.

As far as the researcher's observation or knowledge and preliminary discussion with HR director and personnel there is a frequent problem of employee turnover in MoE. So that, this study will try to explain, analyses the different determinant factors of turnover and why employees are intend to quit their jobs. The studies also focus on internal (push), external (pull) factors and personal factors of employees' turnover intention in order to recommend the possible solution and tackle the problem in the FDRE, Ministry of Education.

1.2. Statement of the Problem

Organizations must recognize that employees are major contributors to the efficient achievement of its success (Abbasi et al, 2000). Organizations should control employee turnover especially, the sources- what determines employee turnover, effects and strategies that managers can put in place to minimize turnover for the benefit of its success. Turnover intention has been firmly established as the best and most accurate predictor of actual turnover (Chan et al., 2009). Turnover intent can be defined as a conscious and deliberate willingness to leave the organization (Ma and Trigo, 2008).

Employee turnover factors or antecedents can be categorized as job related and organizational factors. Job information, unclear expectations, ambiguity of performance evaluation methods, extensive job pressures, and lack of consensus on job functions are among the job related factors. On the other hand, organizational instability, poor hiring practices, poor managerial style, lack of career development, lack of recognition, lack of competitive compensation system are among the organizational factors (Hedwina, 2012).

Employee turnover rates vary across industries, and the reasons behind high and low turnover are not always clear. Organizations with higher turnover rates can find themselves in a vicious cycle of trying to address vacancies through frequently filling many positions, which increases pressure on existing staff and affects the overall success of an organization. This is most critical for those industries where the cost to replace staff is high and jobs are hard or difficult to fill. In a competitive business scenario, organization growth is constrained in employ and retaining the valued workforce. High turnover rate is problematic and has a negative impact on an organization's performance. It is believed that certain amount of turnover is acceptable by most organizations so as to bring new blood to the workforce. On the other side it is a problem when well experienced and valuable employees leave the organization. Organizations make investment on their employees by training and developing them as well as motivate them expecting a return which adds value to the organization performance. Finally, when these employees leave the organization will face a loss of talent and other difficulties in achieving organizational goals and objectives.

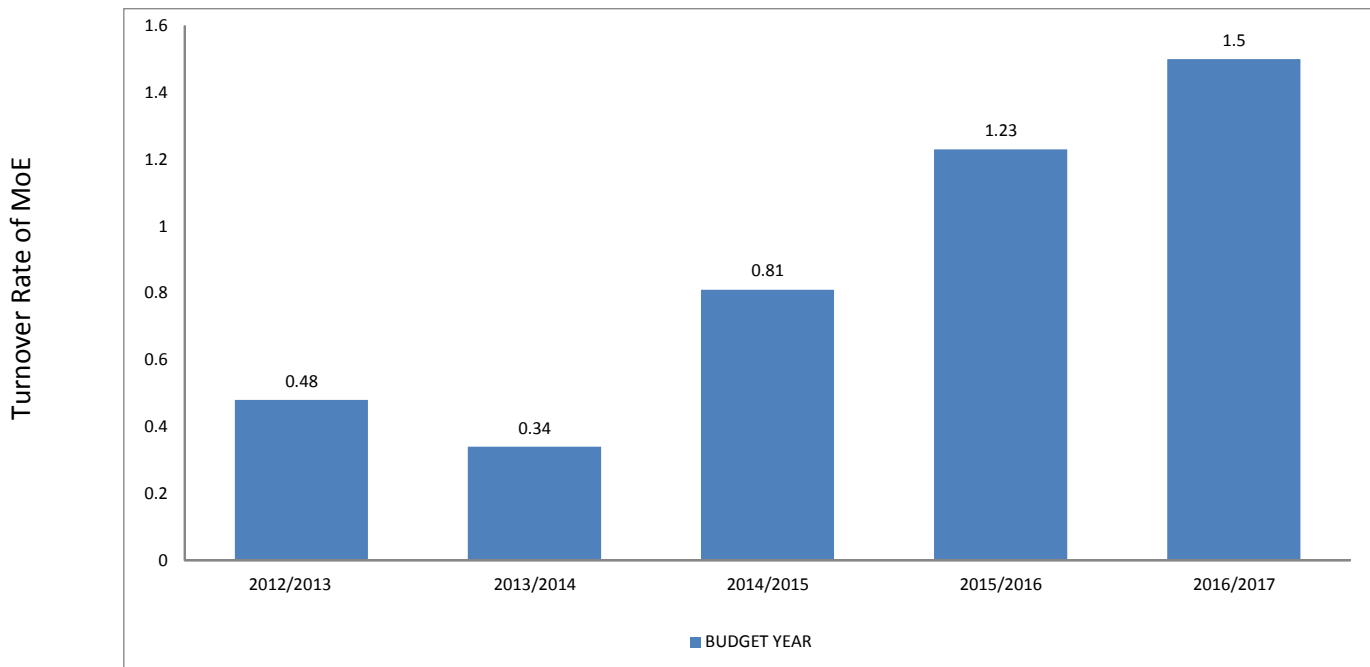
Workforce attrition can be a disadvantage, particularly in a competitive job market where the skills gap is increasing. For organizations with high employee turnover rates, it is important to look at the possible root causes of turnover and undertake retention efforts. An examination of key indicators, such as the types of employees leaving, their tenure at an organization, and the positions they occupied may reveal trends that organizations can proactively address. Strategies for succession planning, workforce retention, new staff recruitment and job satisfaction can help to reduce vacancy rates and subsequently reduce costs and loss of knowledge capital, and improve the overall organization. (Society for Human Resource Management, 2011).

Various researchers have conducted different researches on the determinant factors of employee's turnover in the banking sector and identify different key factors. (Balogun and Olowodunoye, 2006) conducted a study in Nigerian bank, the result of the study show that job satisfaction, social support, and emotional intelligence significantly and independently predicted turnover intention among bank employees. Furthermore, the results showed that the three psychological factors (i.e., job satisfaction, social support, and emotional intelligence) had a joint influence on turnover intention. According to, (Islam and Zaman, 2012) in context of Bangladesh Commerce Bank Ltd. Employee motivation and job security has influence on job satisfaction and if employees are satisfied, they intend to stay in the organization. Effective communication can create an atmosphere of communication satisfaction that can foster low employee turnover intention in the First Bank of Nigeria (Nwagbara et.al, 2013). Work Environment, Job Stress, Compensation (Salary), Employee relationship with management and Career Growth significantly influenced employee turnover in banking sector (Shukla, and Sinha, 2013).

In the case of Ethiopia several published researches has been done on issues of turnover. One of the study is conducted by (Kumar, 2011) on Arbaminch textile factory, shows that the turnover of employees is mainly due to low salary, poor work place relationship, lack of training, lack of recognition of job, lack of evaluation of job performance, lack of proper direction, lack of promotion and participation in decision making. It is also tested and proved that turnover is more from experienced and high performing male employees. Another study, which was conducted on professional employees of Wegagen Bank S.C, found that the major factors that cause professional employee turnover intention are salary and benefit packages, job satisfaction, perceived employment opportunities and leadership/ supervision (Selam, 2015). The other study conducted on Sheraton Addis also identified benefit packages, job stress, Disciplinary measures, participation in decision making process, perception of unfairness about the level of compensation, and inequality in the sharing of pay and rewards, job satisfaction and mismatch between the positions they hold and the skill and knowledge they have (Zewdneh, 2015). Study on NIB Bank S.C also identified poor staff involvement in organization issues, poor management, poor working resources, lack of staff development policy, job stress, no promotion, poor participation on decision making issues, lack of job challenges, low salary, lack of job satisfaction, availability of job in other organization and searching habit (Tewfik, 2015).

In Ministry of Education, Employee's turnover is frequent and substantially increasing from time to time. The following figure shows the rate of turnover that the organization is facing since 2012.

Figure 1.1 Trend of Turnover at Ministry of Education



Source; - Ministry of Education HR administration reports 2012-2017

The employees are always looking for a better offer and great opportunity in their career, and therefore it is difficult to reduce or eliminate the turnover rate among the employees. Currently, in MoE the employee's turnover rate is very fast and increasing from time to time, this would influence the productivity of the workforce. According to Beardwell & Holden, (1994), Staff turnover of 25 percent per year is considered respectable in a moderately large organization and a turnover rate of between 30 to 35 percent indicates that the company is most likely incurring huge costs in hiring and recruitment of employees who will probably leave the organization after some time. As per the preliminary discussion with HR director and personnel, in Ministry of Education there is a substantially high problem of employee turnover and all the year the organization were passed in the process of recruitment, selection and placement of employees. However, much attention is no given to the issue and attempt were not carried out by the organization to identify the root cause of the problem.

So that, this study aimed to identify the different determinant factors of employee turnover intentions which makes the employees leave their organization and to suggest possible recommendation that help MoE to reduce and solve the problem arising from employees turnover.

1.3 Research Questions

Based on the above stated problems, the study were try to address the following research questions

1. What personal factors lead employees to the intention of resign from their jobs?
2. What are the internal (push) factors that lead employees to the intention to quit their present job?
3. What are the external (pull) factors that create intent to switch to new job or organizations to employees?

1.4 Objective of the Study

1.4.1. General Objective

The general objective of this study is to identify determinants of employee's turnover intention in Ministry of Education.

1.4.2. Specific Objectives

The research specifically deals with achieving the following specific objectives:

1. To identify personal factors that creates employee turnover intention in ministry of Education.
2. To find out the internal and external factors of employees' turnover intention in MoE.
3. To analyze the different factors that creates turnover intention.

1.5. Significance of the Study

The study contribute to the Ministry of Education, because the findings, conclusions and recommendations of the researcher help to reduce turnover by setting certain assertive mechanism to the determinants or causes before it happen and increase organizational performance via keeping the talented and high skill employees to perform better. The study

would help to other researchers as a reference or guidelines who want to conduct on the similar or related topics, in order to conclude and recommend on the problems by using this study as input. In addition, it would give understanding about determinants of turnover intention of employees and plays a significant role to broaden the researcher's knowledge in the field.

1.6 Scope of the Study

Even if it is very essential and necessary to conduct a research includes all civil service organization under Ministry of Education, the scope of the study would be delimited only to permanent employees of MoE, which is located in Addis Ababa around Arat kilo square. All determinant of turnover intentions may not be addressed in this study. Therefore, the study mainly focus on personal factors, push (internal) factors and pull (external) factors by applying descriptive study and considering quantitative and qualitative research method to identify the determinants of turnover intention of employees.

1.7 Limitation of the Study

In this study a comprehensive attempt were made to make a profound understanding of the complex issue of turnover intentions of Ministry of Education employees. However, the study mainly focus or delimited itself to the MoE head office, this would influence the generalizability of the findings conclusion and recommendation of the study to all organizations under the Ministry of Education. The other problem experienced by the researcher was the refusal by some respondents to complete the questionnaire. Some respondents were not willing to cooperate even after they were shown a letter that gave permission to the researcher to conduct the study at the organization. Despite these, adequate numbers of questionnaires were returned to make the study valid. In addition, there is a problem of getting well complied adequate data and the HR department has no properly record of issues related to employee's data.

1.8 Definition of Terms

The researcher used the following operational definitions of basic terms for this specific research:

Intention: is an act or instance of determining mentally upon some actions or result or the end or object intended, purpose (Oxford dictionary, 2006)

Turnover: “The termination of an individual’s employment with a given company” (Tett & Meyer, 1993, p. 262). It is the movement of employees out of an organization (Stan K., 1991).

Turnover intention: A thought of leaving the organization (Tett & Meyer, 1993). It is employees’ intended plan to switch their existing job and search for other (Stan K., 1991).

Employee turnover: is the difference in the rate of employees leaving a company and new employees filling up their positions.

External (Pull) Factors: are those reasons that attract the employee to a new place of work or uncontrolled factors because it is out of the control of organizations.

Internal (Push) Factors: are aspects that push the employee towards the exit door or leave the organization. It is called controlled factors because these factors are internal and can be controlled by organizations.

1.9 Organization of the Research

The study is organized into five chapters. Chapter one introduce the study by giving the background information, the research problem, research question, objectives, and significance of the study, delimitation and limitation of the study, definition of terms and organization of the study. Chapter two deals with the review of relevant literature on the research topic. Chapter three provides the research design and methodology for the study and relevant justifications. Chapter four present the analysis of the data and findings of the study. Chapter five concerned with the summary, conclusion and recommendation that was draw from the findings of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURES

2.1 Introduction

In every organization, organizations human resources are the key to meet sustainable competitive advantage while product innovation can be duplicated or imitate, but the synergy of a company's workforce cannot be replicated. It is for this reason that not only attracting talented employees but also retaining them is imperative for success of an organization. So that, employee turnover has become an important area of research from both a theoretical and practical standpoint. It is important from a theoretical perspective, in understanding how the underlying causes of turnover can provide insights into how to control the phenomenon. From a practical standpoint also, learning how to minimize the turnover of skilled employees is crucial in reducing employee replacement costs (Price, 1997).

Due to globalization heightening competition and advancement of labor market, organizations were losing much of its employees from time to time. According to Meaghan et al., (2002), there is the need to find out causes of turnover, what determines employee turnover, effects and strategies that managers can put in place to minimize turnover. No matter how big or small of the organization, turnover intention among the employees exists and it is always a main concern for organization to reduce or eliminate it. One of the main goals of turnover research is to measure actual employee turnover; however, employee turnover data is often inaccessible to researchers. Frequently, this data is unavailable because it is not accurately or consistently collected. Thus, researchers must rely on employee turnover intention as a proxy for actual employee turnover. According to Lambert, et al., 2001, measuring turnover intention is the best method, because it is the variable that consistently and immediately precedes actual employee turnover.

2.2 Definition of Turnover

The emergence of different organizations in the country or nation and the related increase in demand for the requirement of skilled labor force leads the organizations into competition to hire and maintain the best employees. Hence, turnover becomes one of the major human resource

problems of most organizations. Different scholars have tried to define employee turnover in different ways, some of the definitions are:-

Price (1997) defined the term “turnover” as: “The ratio of the employees of organization who left in a particular period of time with the average number of employees in that organization during the same period of time”. Invancevich & Glueck, (1989) has defined turnover as net result of the exits of employees and entrance of others to the organization. This definition includes accession and the hiring of new employees.

Employee turnover is the “rotation of workers around the labor market; between firms, jobs and occupations and between the states of employment and unemployment” (Abassi and Hollman, 2000).

Gomez, Balkin& Cardy (2001) showed that employee turnover occurs when an employee ceases to be a member of an organization. The turnover rate is a measure of the rate at which employees leave the firm. Companies try to monitor and control their turnover rate so that they can in turn, monitor and control the cost of replacing employees.

Mobley’s (1982) define turnover as “the cessation of membership in an organization by an individual who received monetary compensation from the organization.” Tette and Meyer (1993) defined it as “Conscious willingness to seek for other alternatives in other organizations.” labor turnover, is the movement of employees in and out of a business, measures the extent of change in the work force due to accession (total number of workers added to employment) and separation (severance of employment at the instance of workers or employers) during a particular period of time. Employee turnover is an important parameter, which indicates the overall health of an industry or an establishment in terms of wages, industrial relations, working conditions, and other welfare facilities provided to the workers (Tekleab, Bartol and Liu 2005)

2.3 Definition of Intention and Turnover Intention

Intention is an act or instance of determining mentally upon some actions or result or the end or object intended, purpose (Oxford dictionary, 2006). Fishbein & Ajzen (1980) described the definition of intention in detail where they refer to an intention approach as “a theory of reasoned action”. According to this theory, a person’s intention is a function of two basic determinants:

one personal in nature and the other reflecting social influence. In terms of personal factor, it is the individual's positive and negative evaluation of performing the behavior which can be termed as attitude towards the behavior. In other words it is referred to the person's judgment to perform a good or bad behavior. The second determinant of the intention is a personal perception of the social pressure to perform or not perform the behavior in question. This factor is termed as the subjective norm since it deals with perceived prescriptions.

Turnover intention is a well-known subject to the organization in any business culture and industry. Turnover intention is the extent to which employees intend to quit their employers (Ma and Trigo, 2008). Tett and Meyer (1993) define turnover intention as an intended and conscious willfulness of an employee to leave the organization.

Turnover intention is defined as an employee's intent to find a new job with another employer within the next year. Employee turnover intention is the rate at which people (employees) want to leave an organization (Nwagbara, et al., 2013). (Schwepker 2001) noted that positive and statistically significant relationships have been reported in dozens of studies exploring leaving intentions and actual leaving behavior. In other words, intention to leave a job is an immediate precursor to actually leaving. Turnover intention is widely used as a cognitive predictor of turnover (Knudsen et al. 2009). Ma and Trigo (2008) stated that turnover intention can be used as a deputy for actual turnover. Other researchers also suggest turnover intention as one of the strongest turnover predictors (Allen et al., 2010). Liu (2008) defined that turnover intention is an important variable contributing to the act of leaving, as the level of turnover intention affects the act of turnover.

Mondy, (2010) provides another definition turnover mean voluntary cessation of membership of an organization by an employee of that organization. Another study suggests that employee turnover is the rotation of workers around the labor market, between different companies, occupations and jobs and between states of employment and unemployment. According to Dougherty et al. (1985) turnover intention is the volunteer intention of employees to have intent to leave the organization. It occurs when an employee is willing to switch their existing job to other based on their individual desire.

2.4 Causes of Employee Turnover

There are several reasons why people quit from one organization to another or why people leave organization. Mobley (1982) states that a high level of employee turnover may be related to factors such as low wages or unattractive working conditions, or to a high concentration of casual or seasonal workers. Conversely high turnover may be related to a high level of demand for skills where workers are induced to change employers in a wages. Poor job feedback, job dissatisfaction, unmet job expectations, performance problems, situational constraints, socialization difficulties, greater degrees of job stress, and a lack of career advancement opportunities among others as causes of employee turnover. According to Redman and Wilkinson (2006), better pay and prospects, personal reasons, career-related issues, company-related issues, market factor, job-related issues are the main reasons for employees to leave their organization. As Shukla and Dr Sinha, (2013) stated relationship between employees and management or the nature of the management is also another reason for most employees to quit. A poor relationship with the management can be an important reason for the employees to leave their jobs. Employer-employee relationship plays a vital role on turnover.

According to Asmamaw, (2011) employees voluntarily resign their employment in an organization for various reasons which can be either the pull (external) or push (internal) factors and sometimes, it can also be the mixture of both the pull and push factors. The pull factors include the attraction of a new job especially in a growing economy. In such cases, it is the availability of alternative jobs that attracts an employee to withdraw from a particular organization while the push factor may be dissatisfaction with the present job that motivates an employee to seek alternative employment elsewhere. Job satisfaction is the attitude of employees towards his/her job. Job satisfaction is a major factor to analyze performance of an individual towards his work. Satisfied workers are productive workers who contribute towards building an appropriate work culture in an organization and have low level of turnover. By reviewing different literatures; the researcher found the following factors to be the most studied causes of turnover.

Work Environment;-basic working conditions like relationship with colleagues, clean workroom, proper lightning, furniture, heating, air circulation and noise and office equipment are some of the major constitutes of work environment which influences job satisfaction and is one

of the major reason due to which an organization experiences an employee's turnover (Bilal. H, 2012). Organizational instability has been shown to have a high degree of high turnover. Indications are that employees are more likely to stay when there is a predictable work environment and vice versa (Zuber, 2001). In organizations where there was a high level of inefficiency, there was also a high level of staff turnover (Alexander et al., 1994).

Perceived Alternative Opportunity; -turnover intentions is perception of alternative job opportunities among the employees (Rahman, et al., 2008). Perceived alternative employment opportunity, also known as perceived ease of movement, it is the perception of the availability of job alternatives. This perception is an uncontrollable factor because it is closely associated with the external environment, such as availability of job vacancies and unemployment rate. In addition to the market condition, educational background may affect the perception too. Higher educated workforce may consider their qualification as a competitive advantage over less educated workforce by having more choices of alternative positions (Luthans, 2011).

Job Satisfaction;-Job satisfaction is a positive emotional state resulting from the appraisal of one's job or reactions to work experiences, how workers feel about their jobs, aspect of their jobs, and work situations (Landy and Conte, 2004). Job satisfaction is the extent to which a worker feels positively or negatively about the internal and/or external domain of his/her job (Bhuiyan and Menguc, 2002) or the contentment and enjoyment employees felt on their job. Satisfaction on a job might be motivated by the nature of the job, its pervasive social climate and extent to which workers peculiar needs are met.

Research has shown that more satisfied employees are more engaged in their work, while less satisfied employees are less engaged. Lower levels of engagement are associated with employee withdrawal, particularly in terms of voluntary turnover. Thus, it is accepted that job satisfaction and employee turnover intention are inversely related (Lambert, et al., 2001).

The Person; -According to Owence, et al., (2014) these include both personal and trait-based factors. Personal factors include things such as changes in family situation, a desire to learn a new skill or trade, or an unsolicited job offer. In addition to these personal factors, there are also trait-based or personality features that are associated with turnover. These traits are some of the same characteristics that predict job performance and counterproductive behaviors such as

loafing, absenteeism, theft, substance abuse on the job, and sabotage of employer's equipment or production (Owence, et al., 2014).

Unrealistic Expectations: - the unrealistic expectations and general lack of knowledge that many job applicants has about the job at the time that they receive an offer. When these unrealistic expectations are not realized, the worker becomes disillusioned and decides to quit.

The Organizational Culture:- The reward system, the strength of leadership, the ability of the organizations to elicit a sense of commitment on the part of employees, and its development of a sense of shared goals, among other factors will influence turnover intentions and turnover rate.

Demographic and Personal Characteristics of an employee: -Different researches proved different demographic characteristics for reason of leaving the organization. These characteristics are age, gender, qualification, marital status, experience and tenure. According to Hom and Griffeth (1995) women did not quit their jobs more freely than did men; rather they were more loyal employees. Kinship association and number of children improved turnover while the number of relatives in the community increase organizational exits. Older employees who have long stay in the company depart unusually than younger and short tenure employees.

Reward and Salary; -displeasure with salary and pay robustly motivate employee turnover (Gomez-Meija and Balkin, 2001). The lack of different compensation packages like fringe benefits and incentive pay definitely create an impact on retaining employee or departing from the organization.

2.5 Interrelationships among Different Variables and Turnover Intention

2.5.1 Working Environment and Turnover Intention

Shukla, and Sinha, 2013, main causes of turnover are salaries, working environment and security of job. Turnover particularly arises from unhappiness from job place. In contrary employee also pushed to leave job due to the dissatisfaction in their present workplace According to (Callier, H 2011 as cited by Adugna, 2014), less than expected level of organizational physical environment of employees switch the employees towards job dissatisfaction or increase the level of employee's turnover rate. In contrary from the above mentioned studies, satisfaction with social status, satisfaction with supervision, satisfaction with working condition and satisfaction with

recognition found to be unimportant factors for employee turnover of private sector schools of Charsadda.

2.5.2 Perceived Alternative Opportunity and Turnover Intention

Numerous studies acknowledged that the perception of job opportunities triggers the turnover intention (Spector et.al 1987 as cited by Arokiasamy 2013). While actual alternatives appear to be a better predictor of turnover, there is also well-established evidence of the link between perceived alternatives and actual turnover. In their most recent meta-analysis, (Griffeth, et al., 2000) confirmed that perceived alternatives modestly predict turnover. Other researcher (Rahman, et al., 2008) also suggested a positive relationship between alternative job and job turnover.

2.5.3 Job Satisfaction and Turnover Intention

Many studies conducted in different settings found a significant negative correlation between the facets of job satisfaction and turnover intention. (Rahman, et al., 2008) found that job satisfaction had negative effect on turnover intentions of IT professional. (Griffeth, et al., 2000), (Khatri and Fern, 2001) and (Samad, 2006) found a moderate relationship between job satisfaction and turnover intentions. Meta-analysis results indicate relatively consistent negative correlations between job satisfaction and turnover (Griffeth, et al., 2000) and (Brough and Frame, 2004) also agreed that job satisfaction is a strong predictor of turnover intentions. Steven and John conducted a study to assess job satisfaction facets and turnover intention of software developers. They took nine facets of job satisfaction in order to see its impact on turnover intention. Turnover intention showed a significant negative correlation with all job satisfaction facets: pay, promotion supervision, benefits, rewards, working condition, workers nature of work, communication.

2.5.4 Personal Factors and Turnover Intention

A research conducted on Debre Birhan university by (Adugna, 2014) concluded personal factors which included in the study were not the cause of academic employees' turnover intention except expectation not fulfilled cause academic staff turnover intention. For another university found in Pakistan personal factors had the most significant effect in turnover intention. The most significant reasons in personal factor are difficulty of job, health problem unrealistic expectation

for organization, living close to family (employees quit job because they are away from their family) and because of fun (employees quit job because they enjoy in changing job) (Shah, et al., 2010).

2.5.5 Demographic Factors and Turnover Intention

The best predictor of job satisfaction is when the employees' personal values match those of the organization. Employees' motivation towards work is extremely high when they first start their work. The morale subsequently 'decreases during the next few years and remains relatively low level until workers are in their late twenties or early thirties' (Scott et.al, 2005). However, the longer an employee stays in the organization his / her level of job satisfaction increases and continue to raise through the reminders of the workers' career.

2.5.6 Compensation (Reward and Salary) and turnover Intention

Salary stands as very important factor for Asians to stay in any organization. Survey counts Compensation and benefits as key factor coupled with employees job out of 24 key elements and out of findings, compensation is counted to be the third gratifying aspect of the job (SHRM EJS, 2009). Mostly in Asia people leave their current positions for more pay and external pay equity without much bothering about growth, loyalty or other factors. Higher salary is associated with longer tenure. Researches on compensation created a link between rewards system of the organization, the outside perspective employees that are attracted and current employees of the organization. Study shows that where with the existence of higher degree relating to the need and reward or employees, the relationship of managers and employees grows to be stronger. Compensation/salary forms the basic glittering factor for Asians to switch to next job without much consideration of other factors. Generally, employees compare their job with other organizations in terms of job achievement and compensation (wage), so if one is having recognition that he or she is having more wages and job achievement then this will impact them positively (Choi, 2009).

2.5.7 Organization Management and turnover Intention

It is being said employees leave managers not the organization. Employees may be satisfied with the organization but in some cases they leave organization because of their managers. Relationship with managers works for overall satisfaction of employees with

the organization. Nature of management influence the individuals in terms of values of organization, image and existence of firm (Jaffari et.al A. R.-u.-R., 2011). Transformational leaderships are defined as a leader who is able to stimulate, inspire and transform his or her subordinates to strive harder in order to achieve extraordinary outcomes (Martin and Epitropaki, 2001) as cited by (Long, et al., 2012). Transformational leaders ensure their followers' involvement by envisioning attractive future states, displaying optimism and enthusiasm, empowering them to achieve the vision, and providing the resource necessary for developing their personal potential. These leaders motivate and inspire those around them by providing meaning and challenge to their followers' work. Transactional leaders are those people who have task oriented objectives and who emphasize on work standards, and take care of time to complete all organizational tasks (Burns, 1978). The followers in turn expect that they will be compensated positively in line with the results generated by them and short-term contingent exchanges are the focus of transformational leaders (Long, et al., 2012). Transactional leadership gives followers clarity about rules and standards to protect the status quo and involves closely in monitoring and correcting followers' errors to ensure short-term success Bass (1985); Bass & Avolio (1995); House (1971) and (Yulk, 2002) as cited by (Gul, et al., 2012). Thus, transactional leadership encourages followers to carry out and understand their work in terms of strategic means stressing rules, responsibilities, expectations, stability, avoiding errors and a concrete, short-term plan.

A number of researchers (Long, et al., 2012, Ekong, et al., 2013, Gul, et al., 2012) their studies have generally shown that transformational leadership is the key factor in reducing and mitigating turnover intentions has explored the relationship between transformational and transactional leadership and turnover intention. In the studies undertaken by Martin and Epitropaki, it was found that transformational leadership was contrary related to turnover intentions among employees for several commercial and profit oriented based businesses (Ekong, et al., 2013). another study concluded that there is a significant relationship exist between managerial style and employee turnover and found that Most staff left the organization as a result of their superior approaches in dealing with them (Ekong et.al 2013). Another study conducted by (Gul, et al., 2012) reveals that respondents were found more inclined towards transformational leadership in regarding their commitment and turnover intentions than transactional leadership. (Mbah and Ikemefuna, 2012) Research revealed that the higher the

satisfaction with supervision the lower the employee turnover intention. Moreover, the findings of the study show that supervisors need to provide such an environment to their subordinate where they can develop themselves personally and professionally. Although many previous studies conclude that leadership styles can affect the followers intention of leaving the organization, this notion is not supported in Long et.al (2012) study, which was conducted in Malaysian College. The study concludes that leadership styles have no significant effect on turnover intention of the academic staff in the education industry.

2.6 Types of Employee Turnover

2.6.1 Voluntary Vs Involuntary

Voluntary turnover is when an employee self- willingly makes the decision to leave the organization. When employees leave an organization at their own discretion, it is referred to as voluntary turnover (Noe, Hollenbeck, Gerhart Wright, 2006 as cited by (Arokiasamy 2013). It is initiated by the choice of the employee. The decision could be based on the employees obtaining a better job, changing careers or wanting more time for family or leisure activities. Alternatively, the decision could be based on the employees finding the present job unattractive because of poor working condition, low pay or benefit, a bad relation with a supervisor, lack of opportunities in career advancement and so on. In most cases, the decision to leave is a combination if having attractive alternatives and being unhappy with aspects of the current job (Gomez et al, 2001).According to (Manu, Negrin and Tzafirir, 2004) who study voluntary turnover believed it could be affected by a lack of job satisfaction, job stress as well as alternative opportunities.

Involuntary turnover is occurs when the employer makes the decision to discharge an employee and the employee unwillingly leaves his or her position. It is involuntary where the employee has no choice in their termination. (Mathis and Jackson, 2004), define involuntary turnover as “an instance of involuntary turnover, or a discharge” that “reflects an employer’s decision to terminate the employment relationship”. Involuntary turnover could be a result of poor performance, staff conflict, dismissal, retrenchment/redundancy, retirement, long term sickness, physical/ mental disability, moving /relocating abroad, death.

2.6.2 Functional Vs Dysfunctional

Functional turnover: A turnover in which poor performers leave is called a functional turnover. Functional turnover can be a positive development which gives the organization an opportunity to invigorate itself by finding a more capable substitute (Abdali, 2011).

Dysfunctional turnover: A turnover in which good performers leave is called a dysfunctional turnover. This type of turnover is inimical to the organization if appropriate replacements cannot be found (Abdali, 2011).

2.6.3 Avoidable Vs Unavoidable

Avoidable turnover: A turnover that happens in avoidable circumstances is called avoidable turnover. It occurred when employees leave for the reasons that could be influenced by the employer. One means of diagnosing the amount of influence organizations have over turnover, is to look at the extent to which decisions to leave are described as voidable by leavers. In other words, is it a case of employee instigated turnover that could have been prevented? Avoidable turnover is something organizations can prevent by hiring, evaluating and motivating their employees more effectively. It is important to determine whether the organization is dealing with voluntary turnover that could have been prevented. Such information is important as it will direct the organization to the type of intervention needed to enhance the retention of employees (Meaghan, et al., 2002)

Unavoidable Turnover: Employees leave for the reasons outside the control of the employer. It results from life decisions that extend beyond an employer's control, such as a decision to move to a new area or a job transfer for a spouse, the employee moves out of geographical area and the employee is a student worker who graduates from the college. Even though some turnover is inevitable many employer recognize that reducing turnover is crucial. Organization are better able to retain employees if they deal with the concerned of employees that are leading to this type of turnover.

2.6.4 Internal Vs External

Employee's turnover can be classified as either internal or external. It is internal when employees leave their current assignment and take up new roles or positions within the

organization. This could bring both positive and negative feelings. The feeling could be positive if the new position brings about increased morale from the change of task and supervisor; alternatively, it could be negative if the new position is project related or relational disruption like holding brief for a colleague in another location. The effect of this internal turnover may be important as to require monitoring just like the external turnover. Internal turnover might be moderated and controlled by typical human resource mechanisms, such as an internal recruitment policy or formal succession planning (Wikipedia, the free encyclopedia).

2.6.5 Skilled Vs Unskilled Turnover

Unskilled employees who are generally known as contract staff usually experience high turnover. The reason for their exit is not far-fetched. This category of employees do not have status of permanent contract and consequently do not enjoy the same condition of service like their permanent counterpart, as a result, they leave the organization at the slightest opportunity of having a more favorable job. Employers do not worry about this kind of turnover because of the ease of hiring new ones and replaced without the organization or business incurring any loss of performance. However, high turnover of skilled professionals can pose as a risk to the organization due to the human capital loss in the form of skills, training and knowledge. The specialization of skilled professionals makes them more likely to be re-employed within the same industry by a competitor. Therefore turnover of these individuals incurs both replacements cost to the organization as well as resulting in a competitive disadvantage to the business. These costs can be enormous especially if the employees occupy strategic position and play key roles in the organization (Samuel et.al, 2012).

2.7 Components of Turnover Intention

Turnover intention is a tendency in an organization which incorporate various variables that characterize the intensity of it. The literature review indicates that turnover intention is a multi-stage process entailing of three components which are psychological, cognitive and behavioral in nature (Takase, 2009 as cited by Alemseged, 2015).

2.7.1 Psychological

Turnover intention is seen as a psychological response to negative aspects of organization's or jobs. Psychological responses were believed to trigger employee's emotional and attitudinal withdrawal reactions. These emotions and attitudes included frustration and dissatisfaction with organizations. Moreover, they included an affectively neutral form of organizational attachment and employee's evaluation of future organizational commitment (Sturges & Guest, 2001; Robison & Pillmer, 2007). Overall, the psychological component of turnover intention was seen as the starting point of the multi-stage turnover reaction (Takase, 2009).

2.7.2 Cognitive

According to Chang, Du & Huang (2006) the psychological component is seen as the starting point of turnover intention while the cognitive component is seen as the core of turnover intention. Many researchers characterize turnover intention as a cognitive manifestation of the decision to leave, hence the term was used interchangeably with withdrawal cognition. In other words, turnover intention is also defined as the final cognitive step leading to actual turnover (Lambert, Hogan & Barton, 2001). The cognitive component of turnover intention has two subcomponents, namely; the "intention", and the verb "to" immediately following after the word intention. In some literature, the "intention" is interpreted as a desire or thought which could activate behaviors leading to turnover. Intentions are considered hypothetical in nature. In other literature, "intention" had stronger connotations. For example, "intention" was thought of as a decision or a plan to leave the current position.

2.7.3 Behavioral

Another component that formed the core of the process of turnover intention was withdrawal behavior. As in the intention to of the cognitive component, withdrawal behaviors were also categorized into two groups: withdrawal from the current job, and actions oriented to future opportunities. The manifestations of withdrawing from jobs were behavioral and/or verbal. The behavioral manifestations included employees daydreaming during work, being less enthusiastic at work, coming in late and being absent from work. The verbal manifestation consisted of stated or expressed intentions to leave jobs. The future-oriented behaviors comprising the facets of turnover intention were the actualization of employees' cognitive intentions. These behaviors

were operationalized as the actual job search and willingness to take an alternative job when available. These behaviors were often operationalized to explore employee's turnover intention (Takase, 2009 as cited by Alemseged, 2015).

2.8 Predictors of Turnover Intention

Employees resign their engagements in organizations for various reasons. However, this study is mainly focused on turnover intention which can be arise from push (internal) and pull (external) factors, personal factors as well as pattern of demographic characteristics that enables employees to their organization.

2.8.1 Push (Internal) Factors

Push (internal) factors are aspects that push the employee towards the exit door. In the literature it is also called controlled factors because these factors are internal and can be controlled by organizations. According to Loquercio (2006) it is relatively rare for people to leave jobs in which they are happy, even when offered higher pay elsewhere. Most staff has a preference for stability. However, some time employees are 'pushed' due to dissatisfaction in their present jobs to seek alternative employment. On the basis of available literature, push factor can be classified into:-

I. Organizational Factor: There are many factors which are attached with an organization and work as push factors for employees to quit. Among them which are derived from various studies are: salary, benefits and facilities; size of organization (the number of staff in the organization); location of the organization (small or big city); nature and kind of organization; stability of organization; communication system in organization; management practice and polices; employees' empowerment. The other push variable called organizational justice. According to Greenberg& Baron (2000), organizational justice means fairness in the workplace. There are two forms of organizational justice: distributive justice, which describes the fairness of the outcomes an employee receives; and procedural justice, which describes the fairness of the procedures used to determine those outcomes.

II. Attitude Factors: In the literature, attitude is another kind of push factor which is mostly attach with employee behavior. Attitude factors are further classified into job satisfaction, job stress and job content.

A)Job satisfaction “Job satisfaction is the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values” (Locke, 1969) Job satisfaction was conceived to be one’s affective attachment to the job viewed either in its entirety(global satisfaction) or with regard to particular aspects such as leadership. It is conceptualized as an affective and emotional response. Many studies showed empirical evidence that job satisfaction is an important predictor of future mobility (e.g. Mobley, 1977; Hom & Griffeth, 1991). Job satisfaction and commitment is the extent to which employees like their work, while commitment means loyalty of employees to their employer. Job satisfaction is a determinant of organizational commitment. Employees having job dissatisfaction leave their current employer more easily. The relation between job satisfaction and employee turnover is reciprocal to each other and this relationship is high when unemployment rate is low in the society and similarly low when unemployment rate is high.

Job satisfaction is a collection of positive and/or negative feelings that an individual holds towards his or her job. Satisfied employees are less likely to quit. Job satisfaction is further divided into extrinsic factors and intrinsic factors. Extrinsic factors include variables such as job security, physical conditions/working environment, fringe benefits, and pay. Intrinsic factors include variables such as recognition, freedom, position advancement, learning opportunities, nature, and kind of job and social status (workers with a high hierarchical position who link their social position with their job want to retain it).

B) Job Content; the content of the job can lead an employee to quit. Job content includes job scope which is the density and challenges of the job contents and this depend upon strength of growth need, its routnization of the repetitiveness of a job, professionalism which is related to bureaucratic involvement in the organization conflict with professional standards and ethical codes that lead to deteriorating people’s commitment to an organizational

C) Job stress; includes variables such as role ambiguity (e.g. my job responsibilities are not clear to me), role conflict (e.g. to satisfy some people at my job, I have to upset others), work

overload (e.g. it seems to me that I have more work at my job than I can handle) and work family conflicts (e.g. my work makes me too tired to enjoy family life).

2.8.2 Pull (External) Factors

Pull (external) factors are those reasons that attract the employee to a new place of work. Employees would generally like to work in prosperous and flourishing economies and as a result, employees usually move out of poor and deprived economies to seek greener pastures in more developed ones. According to Price (2001), the larger alternative employment opportunities exist in the environment, the more chances of awareness among the employees, which lead them to evaluate cost and benefit analysis and have intentions to switch jobs. Various pull factors derived from literature are availability of alternative jobs, attractiveness and attainability of employment in a growing economy. The availability is mainly about the number of opportunities outside the organization in the environment that attracts an employee to withdraw from a particular organization. The attractiveness refers to the pay levels of such opportunities and attraction of a new job in other organizations, high salary, career advancement, new challenge and interesting work, job security, good location of company, better culture, life-work balance, more freedom/autonomy and well reputation of organization as well as more benefits and good boss.

2.8.3 Demographic Determinant Factors

A. Age

Age has been identified as a factor that may influence quitting behavior. It affected job attitudes and turnover intention. An older employee was more likely to possess a lower degree of mobility and concerned with the formal and informal benefits at a workplace than their younger counterparts. Bloomme et al., (1994), in their study on psychological contract and turnover intention among highly educated employees in the hospitality industry, commented that not much attention has been paid to the relation between age and related phase in the life course. There are three stages of adulthood and Bloomme et al., 2008, stated: “The early adulthood stage (22-32 years) can be described as the age in which founding a family and building a career are the main themes. In the middle adulthood stage (33-44 years), more attention is given to family life and the education of children. The value of having a career decreases, and the importance of work pleasure, social recognition and self-actualization grows. In the late adulthood stage (45 –

65 years), besides work pleasure, the balance between autonomy and interdependency becomes more important.” To summarize, a younger employee is more likely to have a higher intention to leave the job when compared to older employees.

B. Gender

Findings of the studies on the relationship between gender and turnover are mixed (Khatri et al., 2001). Weisberg and Kirschenbaum (1993) and Cotton and Tuttle (1986) found females were more likely to leave companies than males. Similarly, Brough & Frame (2004) stated that female employees generally have higher turnover levels than males. Arnold and Feldman (1982) suggested that a female is more likely to leave the organization because they have more sporadic work histories, lower tenure and lower pay. On the other hand, Miller and Wheeler (1992) reported no relationship between gender and turnover. In a study of turnover decision and gender status, Mano-Negrin and Kirschenbaum (2000) highlighted that the decision about staying or leaving in one organization is interdependent on the spousal conditions of employment. They further explained that the decision to leave a post not only involves employees’ families or economic status but can also be dependent on employee work-related factors. Khatri et al., (2001) state that males are more likely to quit than females because the traditional belief that males are the breadwinner for the family still persists.

C. Marital status

Marital status also plays some role in predicting an employee’s intention to leave a job. However, there is inconsistent evidence on the influence of marital status in explaining turnover intention. Hom and Griffeth (1995) stated managers who are married showed a lower intention to leave a job compared to an unmarried manager. The primary reason for this is that being married usually increases manager’s financial requirements, thereby serving as a situational constraint. The other reason was due to locational considerations. In general, a married employee chooses to remain in the same company rather than move to a different location because they do not want to force their spouse to move. On the other hand, inter- role conflict between work and family may influence turnover intention. Married employees have to balance work and family commitments with family and a lack of time and energy to participate in family activities may also encourage an employee to leave his/her job.

D. Education background

Employees with lower educational attainment have relatively less turnover intention than more educated employees. Educated employees are better informed of the alternative opportunities in the labor market. The other reason educated employees tend to quit more often compared to less educated ones is because educated employees are often more demanding and critical about their jobs. The more educated are the employees, the higher is the frequency of them considering leaving their present job (Cotton and Tuttle, 1986).

E. Length of employment / Tenure

The length of employment or tenure also plays an important role in shaping employee attitude towards leaving their present job. Some employees prefer to stay in one company because they want to keep the benefits offered. In the event of the long serving employee leaving, he or she would often not get the full benefits and welfare payments provided by the company. In most cases, the longer an employee works in one company, the longer will the employee tend to stay and in turn this minimizes any intention to leave a job. In short, long stay employees become locked into benefits, financially and with reference to status, while additionally such long service also indicates possible commitment to the industry (Khatri et al., 2001). In other cases, Griffeth et al., (2000) found employee tenure was negatively related to turnover (-0.20) suggesting that an employee who stayed longer in one organization were less likely to quit.

Many studies included tenure in demographical predictors of turnover (e.g. Cotton and Tuttle, 1986/ Price, 1977/ Hom & Griffeth, 1991). These studies discussed the relationship of turnover and tenure. Tenure reflects specific human capital investments, learning about job characteristics that can modify the position's attractiveness, as well as periodic labor force attachments (Viscusi, 1980). Individuals with a higher rate of length of service, who leave the organization, are likely to be found disproportionately from among the members with low lengths of service. Increased tenure shows to be strongly related to propensity to remain.

2.8.4 Personal Factors

Individual factors leading to turnover intentions refer to the personal characteristics of an employee. These characteristics could be those which are ingrained in the individual, such as

personality, or those which are learnt, such as skill, ability etc. Studies indicate that various cognitive and non-cognitive factors do influence, directly or indirectly, an employee's intention and then finally the decision to actually quit the organization. The most significant reasons in personal factor are difficulty of job, health problem unrealistic expectation for organization, living close to family (employees quit job because they are away from their family) and because of fun (employees quit job because they enjoy in changing job) (Shah, et al., 2010).

2.9 Effect of Employee Turnover

The reason so much attention has been given to the issue of turnover is because turnover has significant effect on organizations. Productivity of an organization depends on the skills or expertise of its workforce. A skilled worker may be an asset for any organization. If a skilled person leaves an organization the effects will be very high where as in case of a semiskilled or un-skilled person the effect will be less. As a result, a vacant place of a skill labor may be filled by another new worker but production falls due to their skill difference. So that, it is crucial to maintain a workforce specially the skilled ones in an organization to reduce turnover for the betterment of the organization. Many researchers argue that high turnover rates might have negative effects on the profitability and sustainability of organizations if not managed properly. Hogan (1992) explains the direct and indirect cost of a single line employee quitting was between \$1,400.00 and \$4,000.00. Turnover has many hidden or invisible costs and these invisible costs are the result of incoming employees, co-workers closely associated with incoming employees, co-workers closely associated with departing employees and position being filled while vacant.

On the other hand, turnover has effects on customer service and satisfaction. Catherine (2002) argues that turnover includes other costs such as lost productivity, lost sales, and management's time, estimate the turnover costs of an hourly employee to be \$3,000.00 to \$10,000.00 each. This clearly demonstrates that turnover affects the profitability of the organization and if it's not managed properly it would have negative effect on the profit. Research estimates indicate that hiring and training a replacement worker for a lost employee costs approximately 50 percent of the worker's annual salary Johnson et al., (2000), but the costs do not stop there. Each time an employee leaves the firm, we presume that productivity drops due to the learning curve involved in understanding the job and the organization. Furthermore, the loss of intellectual capital adds to

this cost, since not only do organizations lose the human capital and relational capital of the departing employee, but also competitors are potentially gaining these assets Meaghan et al. (2002). Therefore, if employee turnover is not managed properly, it would affect the organization adversely in terms of personnel costs and in the long run it would affect its liquidity position.

2.10 Measurement of Turnover Rate

Mondy (2010) clearly defined turnover rate as how many new recruitments were hired to replace resigned employees. It is used to measure the effectiveness of recruitment and serve as useful management tool. Turnover rate can be briefly described as how fast the employers recruit and lose employees Chikwe, (2009). However, their interpretation requires a great deal of care. The commonly used formula to calculate a crude turnover rate for any given period is described as shown below by the United Kingdom based Chartered Institute of Personnel & Development (CIPD, 2006) report.

Turnover Rate is calculated or obtained by the formula:-

Total number of leavers over a period

$$\frac{\text{Total number of leavers over a period}}{\text{Average number of staffs employed over a period}} \times 100$$

Average number of staffs employed over a period

Loquercio, et al, (2006) suggest that number of leavers should encompasses all leavers, including people who left due to dismissal, redundancy, or retirement, but it typically excludes those leaving at the end of fixed contract. The main purpose of excluding fixed term employees from the calculation is that it does not indicate the real problem of the organization.

It should be noted that the monthly Labor Turnover Rate may fluctuate considerably and therefore the calculation of quarterly or yearly rates are recommended as being more reliable. For comparative purpose, rates should always be expressed on a per annum basis, irrespective of the period over which they are calculated. In other words, if a monthly Labor Turnover Rate is calculated, it should be multiplied by 12 (months), if a quarterly Labor Turnover Rate is calculated, it should be multiplied by four (terms). Staff turnover of 25 percent per year is considered respectable in a moderately large organization. A turnover rate of between 30 to 35

percent indicates that the company is most likely incurring huge costs in the hiring and recruitment of employees who will probably leave the organization after some time Beardwell & Holden, (1994).

2.11 Managing Turnover

In today's computer age, most organizations, large or small, are facing the hard truth of retaining their personnel. After engaging the most suitable persons for various jobs in the organization, the next function is how to retain them. Employee retention is one of the most critical issues facing organizational managers because of the shortage of skilled workers, economic growth, and high employee turnover (Samuel, M and Chipunza, C, 2013). According to Mobley (1982), while understanding that the determinants of employee turnover are critical to the creation of effective retention strategies, it is also important to understand and assess the potential costs and organizational consequences of turnover. Retention of employees has various advantages such as, saving cost for further recruitment, fewer training to be conduct for new candidates, improve productivity, increase employee's performance and thus increase profits and meets their organizational goals and objectives. Organizations need to identify which positions, profiles and skills are most important to them, and where turnover is most detrimental to their organization. They can then focus on reducing turnover for these selected categories. Not all employees possess knowledge, skills or connections that are of equal strategic importance to organizational objectives. Similarly, not all employees demonstrate equally high performance levels. Consequently, retention strategies are more effective if they are targeted at employees who have the greatest impact on core activities within the organization. A successful company cannot survive without an effective retention program. Employees are more likely to remain with the organization only if they believe that the organization shows more interest and concern for them, if they know what is expected of them, if they are given a role that fits their capabilities, and if they receive regular positive feedback and recognition. Employees feel comfortable remaining longer in positions where they are well informed on relevant issues concerning the organization and their well-being. Therefore, there is a need for a plan that takes into account the vulnerability of key losses, reducing employee turnover, lowering expensive replacement costs and increasing motivation to achieve company growth objectives and maximizing profit potential. Generally,

compensation, training and development, and promotion are the most important retention factors for skilled employees (Samuel, M and Chipunza, C, 2013).

2.12 Methods to Minimize Employee Turnover

For many years the HR staff was there to provide advice and assistance and have used different techniques as needed to reduce turnover. The following are some of the effective methods of reducing staff turnover rate:-

➤ Training

Training employees reinforces their sense of value and provide opportunities for learning and skills development as well as consequent advancements in job responsibilities. Through training, employers help employees achieve goals and ensure they have a solid understanding of their job requirements.

➤ Mentoring Program

A mentoring program integrated with a goal-oriented feedback system provides a structured mechanism for developing strong relationships within an organization and is a solid foundation for employee retention and growth. Effective communications, including channels for open, two-way communication, employee participation in decisions that affect them, an understanding of what is happening in the organization and an understanding of the employer's main business concerns. With a mentoring program, an organization pairs someone more experienced in a discipline with someone less experienced in a similar area, with the goal to develop specific competencies, provide performance feedback and design an individualized career development plan.

➤ Feedback to Employees

It is important for companies to give feedback and coaching to employees so that their efforts stay aligned with the goals of the company and meet expectations. During an employee's first few weeks on the job, an employer should provide intensive feedback. Employers should also provide formal and informal feedback to employees throughout the year. According to Johns and Saks (2007), today's workplace requires that criticism must come with support and a sense that

the company is there to assist the employee in achieving and attaining success. Proved time and again, even the most average employees are likely to raise their quality standards if they are encouraged through constructive, open reviews. Management should always recognize successes and never speak angrily to an employee who works hard but whose work lacks company standards. In fact, these individuals are often the most open to suggestions of improvement and are ready to be molded into the most ideal of employees.

➤ **Instill a Positive Culture**

A company should establish a series of values as the basis for culture such as honesty, excellence, attitude, respect, teamwork and stimulating work environment that makes effective use of people's skills and knowledge, allow them a degree of autonomy on the job, provides an avenue for them to contribute ideas, and allow them to see how their own contribution influence the company's well-being. Support from peers and supervisors and recognition on the part of the employer that employees need to strike a good balance between their lives at work and outside of work. A company that creates the right culture will have an advantage when it comes to attracting and keeping good employees (Martin, 2007).

➤ **Encourage Referrals and Recruit from within the Organization**

Having current employees offer referrals could help minimize confusion of job expectations. Current employees can realistically describe a position and the environment to the individual he/she is referring. Another way an employer can reduce the impact of staff turnover is to hire from within, since current employees have already discovered that they are a good fit in the organization (Batt, et al., 2001).

➤ **Make Employees feel Value**

According to Batt, et al. (2000), employees will go the extra mile if they feel responsible for the results of their work, have a sense of worth in their jobs, believe their jobs make good use of their skills and receive recognition for their contributions. Employees should be rewarded at a high level to motivate even higher performance. The use of cash payouts could be used for on the-spot recognition. These rewards have terrific motivational power, especially when given as soon as possible after the achievement. It is important for employers to say thank you to

employees for their efforts and find different ways to recognize them. Even something as simple as a free lunch can go a long way towards making employees feel valued. Listen to employees and ask for their input as to what rewards might work best to the organization. Conduct meetings and surveys to enable employees to share their input. Most team members will work harder to carry out a decision that they have helped to influence.

➤ **Foster Trust and Confidence in Senior Leaders**

Develop strong relationships with employees from the start to build trust. Employees have to believe that upper management is competent and that the organization will be successful. An employer has to be able to inspire this confidence and make decisions that reinforce it. An employer cannot say one thing and do another. In addition, employers need to engage and inspire employees by enacting policies that show they trust them, such as getting rid of authoritarian style of management (Allen, et al., 2010).

➤ **Exit Interview**

Exit interview is the most common method used by most organization to assess employee's reasons for resigning. Many organizations conduct exit interviews with employees who are voluntarily leaving. Exit interviews provide important information for changing HR and retention policies and practices to decrease employee turnover and improve organization performance (Phillips, 1999).

➤ **Attitude Surveys**

It is an approach to seek the views of employees before they leave and so provide a basis for the development of policies and practices that will deter them from so doing. These too are truly effective only if confidential-so as to maximize the chance of employees' stating honestly how they feel about their jobs, their perceived opportunities, their bosses, colleagues and the organization as a whole. Questions can also be asked about their current intentions as regards the future and about their perception of alternative career paths open to them. Such approaches enable employers to anticipate in which areas future turnover is most likely to occur, and to gain an insight into the main causes.

2.13 Related Theories

The impact of turnover has received considerable attention by Senior Management, Human Resource Professionals, and industrial psychologists. Employee turnover is the most studied events in the past and several theories have been developed to explain why employees decide to leave their current organization. Generally, the following are the major theories related to the study.

2.13.1 Equity theory

Adams (1965) equity theory as presented in (Spector, 2008). The equity theory posit that employees seek to maintain equity between the input that they bring into a job (e.g. education, time, experience, commitment, effort) and the outcome they receive from it (e.g. promotion, recognition, increased pay) against the perceived inputs and outcomes of other employees. Equity theory proposes that individuals who perceive themselves as either under-rewarded or over rewarded will experience distress, and that this leads to efforts to restore equity within the organization. (Hellriegel et.al, 2008) argue that they may behave in ways that harm the organization. For example, they may quit, and when high performers leave the organization, the company loses its productive talent and the capacity to gain competitive advantage. If dissatisfied employees stay, they may react by withholding effort in order to restrict output or lower quality, or embark on deliberate sabotage of equipment. This may also put the organization at competitive disadvantage. An under-rewarded employee tend to show feelings of hostility to the organization and perhaps their co-employees which may lead to reduced productivity and this may impair the overall performance of the organization especially when high performing employees are involved.

Equity theory of motivation suggests that people are influenced in their behavior by the relative rewards they either get or are going to receive. The theory is based on the assumption that people are most likely to be motivated by the way they are equitably treated at work. People tend to compare for example the pay they get with what others are paid for the same effort and situation, so that if they are treated unfairly, they will consider themselves as victims of inequity (Robbins, 1997).

2.13.2 Linkage Model

Linkage model explains a series of interrelated links between job satisfaction and voluntary employee turnover. In this model one major factor is considered by job dissatisfaction which leads a series of withdrawal intentions like thoughts of quitting, job search intention and fringe benefits comparison, this behavior ultimately is the cause for high voluntary employee turnover (Nawaz, Rahman and Siraji, 2008).

2.13.3 Job Embeddedness Theory

According to Ramesh et.al (2012), job embeddedness describes the factors that keep an individual from leaving the organization, in spite of experiencing situations that might lead to thoughts of leaving. Job embeddedness can be work related (positive relationships with supervisor and coworkers, good health benefits) or non-work related (spouse works in the same area, parents live in the same community). These work and non-work domains can be further divided into three types of attachment that is links (how many people is the individual connected with), fit (does the individual feel well matched with their work and non-work environment), and sacrifice (what does the individual have to give up in order to leave).

2.13.4 Exit-Voice Theory

Employee turnover is often caused by dissatisfaction with the way things are running on the work floor. Most of the employees in the organizations are familiar with the talk during lunch breaks on what they think is going bad in the organization. The problem is that often this information is only shared with peers. This might be as a result of various reasons. They might for instance fear that they will be perceived as a trouble because they are giving their opinion unasked. They might also think that the cost of trying to change the situation is larger than the benefit that they get out of it.

According to Hirschman (1970) the exit-voice theory explains the absence of expressing frustrations and discomforts may have implication on the turnover rate. In this theory, which was originally used to explain varieties of customer behavior, he claims that when a person is discontent, he has two possibilities to deal with this feeling. One possibility is expressing his feeling and trying to change the situation, which is called voice. The other possibility is choosing

to leave, which is called exit. If the possibilities to use voice are too limited, the employee will choose to leave the firm.

Therefore, organizations should create the right procedures and other mechanisms for the employees to express their feeling and complaints and to feel their opinion being taken seriously, while at the same time decreasing the step to express their dissatisfaction, since they know that the firm wants to hear their complaint. Supervisors interacting with the worker regularly and explicitly asking them about grievances they might help to take discomfort out of the workers before they decide to exit the firm.

2.13.5 Job Matching Theory

Another theory on turnover has been developed by Jovanovic (1979). In his Job Matching Theory, he states that turnover results from new information about the current job match. Before workers start their job, they have imperfect information. Hence they do not know the exact utility it will yield for them. If job tenure increases this utility is becoming more clear, and the worker can then make a choice to stay or leave. In this theory, if a worker sees that a job does not fit their expectations they will leave and search for another job, which might create a better match.

2.13.6 Herzberg Two Factor Theory

Herzberg (1959) as cited in Bassett-Jones and Lloyd (2005) argued that employees are motivated by internal values rather than values that are external to the work. In other words, motivation is internally generated and is propelled by variables that are intrinsic to the work which Herzberg called “motivators”. These intrinsic variables include achievement, recognition, the work itself, responsibility, advancement, and growth. Conversely, certain factors cause dissatisfying experiences to employees; these factors largely results from non-job related variables (extrinsic). These variables were referred to by Herzberg as “hygiene” factors which, although does not motivate employees; nevertheless, they must be present in the workplace to make employees happy.

The dissatisfies are company policies, salary, co-worker relationships, and supervisory styles (Bassett-Jones & Lloyd, 2005). Herzberg (1959) as cited in Bassett-Jones and Lloyd (2005) argued further that, eliminating the causes of dissatisfaction (through hygiene factors) would

not result in a state of satisfaction; instead, it would result in a neutral state. Motivation would only occur as a result of the use of intrinsic factors. Empirical studies ((Kinnear & Sutherland, 2001); (Meudell & Rodham, 1998); (Maertz & Griffeth, 2004) have, however revealed that extrinsic factors such as competitive salary, good interpersonal relationships, friendly working environment, and job security were cited by employees as key motivational variables that influenced their retention in the organizations. The implication of this therefore is that management should not rely only on intrinsic variables to influence employee retention; rather, a combination of both intrinsic and extrinsic variables should be considered as an effective retention strategy.

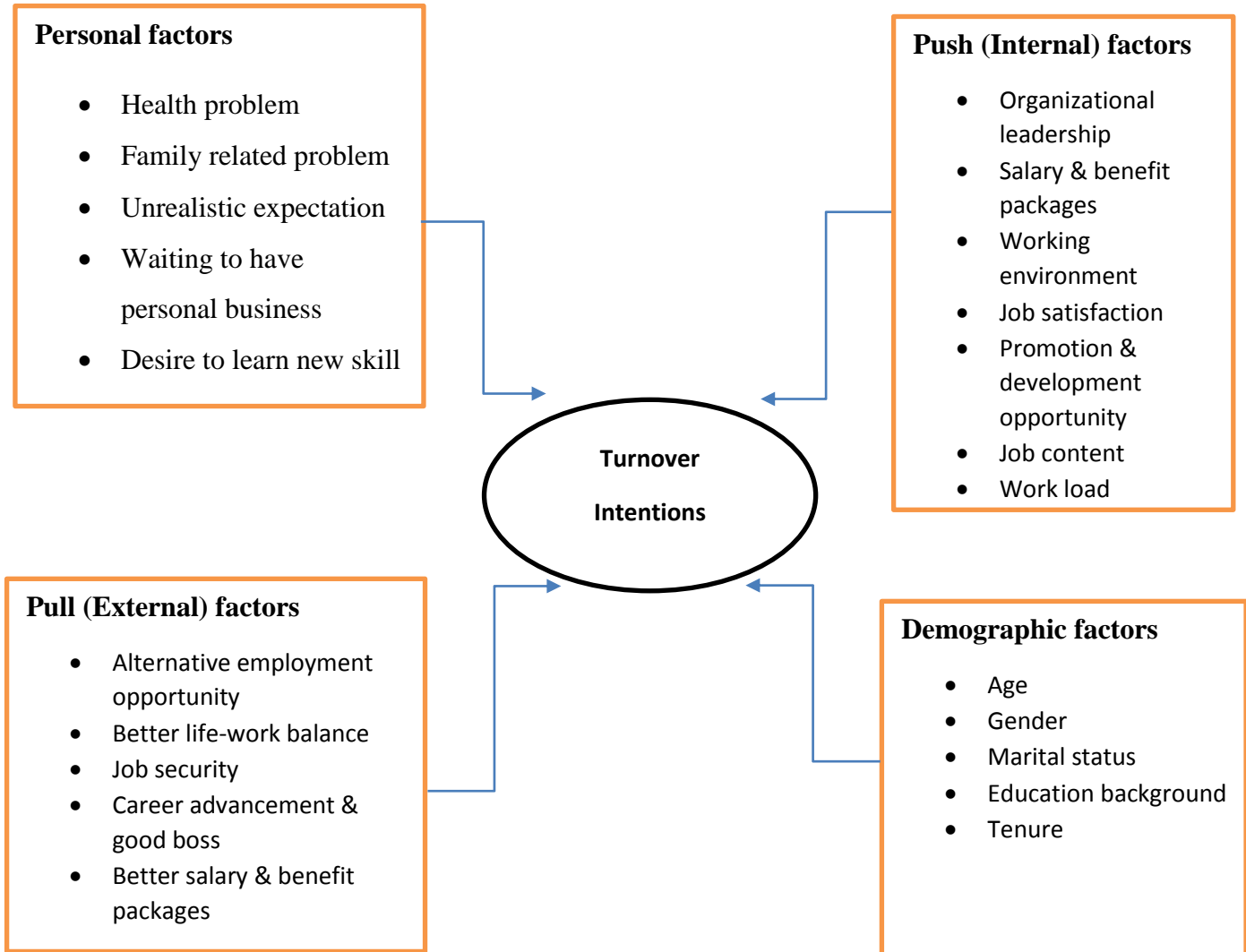
2.13.7 Theory x and theory y

In 1960, Douglas McGregor proposed that employees are passive or even resistant to organizational needs unless there is some kind of intervention by management. This is known as Theory X. Theory X suggests that by nature, people dislike work, that they must be forced into achieving goals, that they will avoid responsibilities, and display little ambition (Robbins & Judge, 2002). Theory Y, on the other hand, is a more positive view and is based upon the assumptions that employees can view work as being as natural as work or play, that they will exercise self-direction if they are committed to objectives, that the average person can learn to accept and even seek responsibility and that many employees throughout an organization have the ability to make innovative decisions and not just those in management roles (Robbins & Judge, 2002). Although he proposed both views, McGregor believed that Theory Y assumptions were more valid than Theory X. From an employee motivation perspective, organizational practices such as participative decision making and responsible and challenging jobs could be successful techniques.

2.14 Conceptual Framework

Based on the overall review of related literatures and empirical studies, the researcher proposed to develop the following conceptual framework for the study to answer the research question and find out relationships between the variables. This research study classified the determinant factors into three group's i.e. personal factors, internal (push) factors and external (pull) factors.

Figure 2.1 Conceptual framework of the study



Source: Developed by the Researcher (2018)

According to the above figure 2.2 we can see the different determinant factors which has direct relation or significant impact on the turnover intentions of employees and the most common reason why most of employees leave their job as well as many organizations face high level of turnover.

2.15 Empirical Literature review

Dr. Ondigi Alice and Prof. Peter Mwangi Wanderi Kenyatta University in their study entitled “Assessment of Causes of Labor Turnover in Three and Five Star-Rated Hotels” in Kenya founded a corresponded finding with Gupta and Shaw (1998) that pay is the most critical

outcome of organizational membership for employees to stay on. The unfavorable work conditions resulted to the employees developing work related stress and reduced employees' organizational commitment. This was evident where few hotels had employees who worked up to their retirement. The study further established that employees were not involved in decision making process, even those decisions which affected their jobs. Perhaps this resulted to the main causes of resignation in the hotels under the study. It was equally evident from the findings of the study that the management did not treat their employees well as cited by the respondents. Employers were described as inflexible and they did not provide a balance between work and employees' personal life. In addition, bad working conditions, low salaries, work stress, and injustice between the employees will help them consider the idea of leaving their work to cause an actual turnover. Generally, the rewards of the job, the internal job environment of the organization, and the opportunities available to employees internally and externally are mainly influence intent to leave. Many findings have shown that recruiting the person who appropriately fit to the organization and job specifications would have low rates of absenteeism and turnover intentions.

The study conducted on “Drivers of Turnover Intention in Public Sector Organizations” by Tamkeen Saleem and Seema Gul (2013) to examine the relationship of Pay Satisfaction, organizational commitment and perceived employment opportunities with Turnover intention. It was hypothesized that higher the pay satisfaction lower will be the turnover intention and higher the organizational commitment lower will be the turnover intention. It was also hypothesized that higher the pay satisfaction higher will be the organizational commitment as well as higher the perceived employment opportunities higher will be turnover intentions. In order to determine the relationships, results were analyzed by the use of Pearson Product Moment correlation coefficient. The overall results revealed significant relationship between the variables and supporting all the hypotheses.

In our country context the study conducted on “Factors of Employee Turnover Intention in MOHA Soft Drinks Industry S.C Teklehaimanot plant” by Endalkachew Tibebu 2015, identified that nature of the work/lack of job freedom & autonomy, lack of opportunity for promotion & development, unplanned future career /uncertainty of future career, uncomfortable working environment, lack of organizational commitment, least remuneration and availability of

alternative employment opportunity were contributed to the respondents' intention to leave the company. However, one identified factor i.e. recognition was found to be unrelated to the respondents' intention to leave the company. Concerning the respondents' demographic characteristics result, the age category between 23-29- which is productive experienced intention to leave the company along with single and male respondents. Respondents with better educational background and less experience have also intent to leave the company which shows a clear turnover problem.

The other study conduct on “Assessment of Professional Employees Turnover and Retention Practice in Wegagen Bank S.C” by Selam Adenew 2015, present the major findings from the analysis of both quantitative and qualitative data and founded that perceived better opportunity, salary and benefit packages, job satisfaction and leadership as main factors for turnover intention of professional employees in WB while, personal factors and working environment are not factor for professional employee's turnover intention in the bank.

Similar study conducted on “Determinants of Turnover in terms of Intention to Leave on NIB Bank S.C” by Tewfik Abdella 2015, founded that the primary element that emerged from questionnaires show that 88% of the factors were caused by internal factor such as low salary, lack of job satisfaction, poor staff involvement in organization issues, poor management, poor working resources, lack of staff development policy, job stress, lack of promotion, poor participation on decision making issues, lack of job challenges all these are internal factors. According to the findings 12% of the mentioned factors are caused by external factors like availability of job in other organization and searching habit. Concerning the demographic factors; Age and Marital status of the findings indicate that employees with more age (Beta = -0.075419, $p < .01$) and female employees (Beta = 0.068554, $p < .05$) are less likely to be inclined to quit; younger aged male officers tend to feel inclined to quit. Organizational factors especially the effects of supervisory support (Beta = -0.764, $p < .001$) had the strongest statistically significant effect on employees' turnover intention, followed by commitment (Beta = -0.564, $p < .001$) and Career Growth (Beta = -0.221, $p < .001$). However, compared to the identified significant organizational factors, age and marital status had statistically significant but weak negative effect on employees' turnover intention, suggesting the organizational factors play a larger role in predicting an employee's turnover intention than the individual factors.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Research Approach

Research approach is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically (Kothari, C. 2004). It assumes there is a logical order the researcher needs to follow in order to achieve a certain predetermined result (Jonker, J. and Pennink, B. 2010). There are two kinds of research approach, qualitative research and quantitative research. Quantitative research allows the researcher to familiarize him/herself with the problem or concept to be studied. Quantitative research seeks to quantify the collected data for analyzing, and find a final course of the action. Qualitative research focuses on developing an initial understanding out of the research, and it is not based on statistics. Qualitative research forms a major role in supporting decision-making, primarily as an exploratory design but also as a descriptive design. Therefore, in order to get a better understanding of the determinant of employee turnover intention the researcher was used mixed method or both the quantitative and qualitative research via using questionnaires and interview as the appropriate tool.

3.2 Research Design

Research designs are plans and procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis (Creswell, 2009). The function of research design is to provide the collection of relevant evidence with minimal expenditure of effort, time and money (Kothari, 2004). Descriptive research has been utilized in terms of its purpose as it describes a phenomenon through identifying and obtaining information on the characteristics of a particular issue. According to (Kohtari, 2004), the major purpose of descriptive research is description of the state of affairs, as it exists at present. So that, the descriptive survey research design were used to identify the determinant factors of employee turnover intention, for it allow the researcher to explore a wider range of factors and enables to answer the basic questions specified in the problem statement.

3.3 Population of the study

A population is any complete group that shares some set of characteristic. The population for this study would be all permanent employees of Ministry of Education starting from the top level management employees up to lower level operational employees. Employees who are not permanent is not be included in the study despite there is more or less the same problem were faced in relation with turnover intention of permanent employees in the ministry.

3.4 Sampling Design and Technique

“A sample design is a definite plan for obtaining a sample from a given population” (Kotarri, 2004). Since there are many limitations such as time and budget to include the total population in the study, it is necessary to take sample from the total population under study. For this study, the researcher has used optimal sample size that is not too large sample size to be in line with available resource and time and too small sample size, which may not represent the total population. Therefore, appropriate sample size has to be applied in order to get good representative data.

The researcher used Slovin's formula statistics Canada (2010) as cited by (James, 2012) to determine the sample size at 95% confidence level, degree of variability = 0.5 and level of precision/sampling error = 5%.

$$n=N/(1+Ne^2)$$

$$n=684/(1+684(0.05)^2)$$

$$n=252$$

Where; “n” is the sample size, “N” is the population size and “e” is the level of precision. By using the above formula from the total study population of 684 participants, 252 participants were selected as a sample.

It is very important to choose a sample that is truly representative of the population so that the conclusion derived from the sample can be generalized back to the population of interest so the researcher used stratified random sampling, by applying proportionate stratum random sampling to select samples from the existing employees. Stratified random sampling is a sample obtained

by separating the population into homogenous groups these are called strata and then select a sample from each stratum using proportional size of stratum. A stratified random sampling allows us to take into account the different subgroups of people in the population and helps guarantee that the sample accurately represents the population on specific characteristics.

The population of the study were classified into four stratus based on years of experience in the organization because, the length of employment or tenure plays an important role in shaping employee attitude towards leaving their present job or organization i.e. the longer an employee works in one company, the longer will the employee tend to stay and in turn this minimizes any intention to leave a job as well as there were high variation among employees on the basis of their service years or experience in MoE. The first stratum contains employees which has less than 1 year experience, the second contains 1-5 years, the third contains 5-10 years and the fourth contains employees which has greater than 10 years' experience. Samples from each stratum were selected by using the following equation:

$$n_h = (N_h/N)*n$$

Where n_h is the sample size for stratum h , N_h is the population size for stratum h , N is total population size, and n is total sample size

The lists of the participants or respondents were taken from each sample frame of the employees. Therefore, the sample size for the four categories is as follows;

| Stratum | Sample Size | Total Population |
|------------------------|-------------|------------------|
| < 1 year experience | 27 | 75 |
| 1-5 years' experience | 116 | 316 |
| 5-10 years' experience | 49 | 133 |
| > 10 years' experience | 60 | 160 |
| Total | 252 | 684 |

Source; Ministry of Education HR administration, 2017/18

3.5 Data Sources and Types

To assess the determinant of employee's turnover intention in Ministry of Education, the researcher gathered data from existing employees, HR management staffs and different documents of Ministry of Education.

The researcher used both primary and secondary data sources. The primary data were gathered by using adopted questionnaire from different studies such as Abdali (2011), Shah, et al., (2010), Anthony, et al., (2006) and modified by the researcher in order to relate it with the specific objective of the research. Questionnaire was designed to gather data from employees of the MoE. In addition, researcher used structured interview to collect data from HR director and personnel's. The researcher decided to use questionnaire because, it will help in gathering basic data from large number of respondents with less time and interview to get the advantage of collecting detailed information from small number of respondents. Regarding the collection of secondary data, the researcher referred different reports, books, journals, articles, web sites and other researches with similar or related topics conducted before that are relevant to the study.

3.6 Data Collection Procedures

Self-completion questionnaires which are simple and easy to understand were designed to collect data from permanent employees of Ministry of Education. Structured interview questions were also designed to collect data from the concerned management body (HR director and personnel's). The questionnaires contained close-ended questions with a five-point Likert scale on which the respondent was asked to tick the boxes that apply to them. The study distributed closed -ended questionnaires to the sample respondents. The response rate is shown in Table 3.1 below.

Table 3.1 Response rate for respondents of Ministry of Education

| Description | Respondents/Employees |
|----------------------------|-----------------------|
| Sample selected | 252 |
| Questionnaires distributed | 252 |
| Questionnaires returned | 229 |
| Response rate (%) | 90.87% |
| Usable responses | 229 |

Source: Survey on Employees of Ministry of Education

3.7 Data Analysis

To fulfill the stated objective of the study, descriptive data analysis method were applied by encoding or entering responses from questionnaires through the Statistical Package for Social Science (SPSS) version 20 and analysis was done by using descriptive statistics such as frequencies, percentage, mean, standard deviation and inferential statistics like Pearson correlation coefficient to ascertain whether there is statistically significant relationship exists between independent variables and dependent variables and to present results of the data analysis. Data collected from structured interview analyzed using description of facts. The analysis was presented by using tables

3.8 Validity and Reliability

Validity refers to the extent to which a test measures what we actually wish to measure (Kothari, 2004). Validity is the strength of our conclusions, inferences or propositions. It involves the degree to which you are measuring what you are supposed to, more simply, the accuracy of your measurement. To check the validity of the questionnaire the researcher examined or tested it by consulting subject matter experts in the area like research advisor and course instructors to check the content and face validity as well as collecting feedback from the selected sample respondents to incorporate it into the questionnaire.

Reliability is the degree to which the measure of a construct is consistent or dependable (Kothari, 2004). Reliability has to do with the accuracy and precision of a measurement procedure. Reliability is essentially about consistency. That is if we measure something many times and the result is always the same, then we can say that our measurement is reliable. According to Zikmund, Babin and Griffin (2010) scales with coefficient alpha between 0.8 and 0.95 are considered to have very good quality, scales with coefficient alpha between 0.7 and 0.8 are considered to have good reliability, and coefficient alpha between 0.6 and 0.7 indicates fair reliability. Reliability assessment is done using Cronbach's Alpha coefficient and the results has exceeded the threshold (.70) for all variables of turnover intention which shows that the scale for the study is consistent.

Table 3.2 Reliability Statistics

| Factors | Cronbach's Alpha | No of Items |
|------------------------|------------------|-------------|
| Personal Factor | .891 | 10 |
| Internal (push) Factor | .881 | 27 |
| External (pull) factor | .864 | 16 |
| Turnover Intention | .759 | 4 |

SPSS output

3.9 Ethical Consideration

While conducting the study, ethical issues was mainly considered. Before the data collection process all the necessary information about the study like who is conducting the study and for what purpose is the study conducted and other necessary information that respondents like to know was provided to all respondent so that it will help them to decide whether to participate or not in this study. They notified that their participation in the study is voluntary and they have the freedom to withdraw from the study at any time without any unfavorable consequences, and they are not harmed as a result of their participation or non-participation in the study. They also guarantee for their anonymity and confidentiality of their response.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter present data analysis and discussion of the research findings. The data analysis was made with the help of Statistical Package for Social Science (SPSS). The presented and analyzed data are also interpreted by the researcher. A total of 252 questionnaires were circulated, however 229 completed and properly returned, out of which 23 questionnaires were unfilled thus making the response rate 90.87%. Therefore, 229 useable questionnaires were considered for the study.

4.1 Questionnaire Data of survey Respondents

Table 4.1 the percentage and frequency distribution of personal profile of the respondents

| Item | Categories | Frequency | Percent |
|---------------------------------------|---------------|-----------|---------|
| Gender of Respondents | Male | 151 | 65.9 |
| | Female | 78 | 34.1 |
| | Total | 229 | 100.0 |
| Age of Respondents | 20-30 | 78 | 34.1 |
| | 31-40 | 83 | 36.2 |
| | 41-50 | 44 | 19.2 |
| | Above 51 | 24 | 10.5 |
| | Total | 229 | 100.0 |
| Marital status of Respondents | Single | 87 | 38.0 |
| | Married | 123 | 53.7 |
| | Divorced | 15 | 6.6 |
| | Widowed | 4 | 1.7 |
| | Total | 229 | 100.0 |
| Educational background of Respondents | Certificate | - | - |
| | Diploma | 9 | 3.9 |
| | First Degree | 144 | 62.9 |
| | Masters | 76 | 33.2 |
| | PHD | - | - |
| | Others | - | - |
| | Total | 229 | 100.0 |
| Tenure/service year of Respondents | < 1 year | 24 | 10.5 |
| | 1-5 years | 108 | 47.2 |
| | 5-10 years | 42 | 18.3 |
| | Above 10years | 55 | 24.0 |
| | Total | 229 | 100.0 |

| | | | |
|-----------------------|------------|-----|-------|
| Salary of Respondents | Below 1000 | - | - |
| | 1001-3000 | 23 | 10.0 |
| | 3001-5000 | 27 | 11.8 |
| | 5001-7000 | 139 | 60.7 |
| | 7001-9000 | 12 | 5.2 |
| | Above 9000 | 28 | 12.2 |
| | Total | 229 | 100.0 |

Source, questionnaire, 2018

As shown in the above Table 4.1 65.9% or (n=151) of employees participated in the study are male and 34.1% or (n=78) are female. This shows that the male respondents formed majority of the target population. The sample population is largely dominated by respondents who are at the age group of 31-40 years covering 36.2% (n=83) followed by age group of 20-30 years covering 34.1% (n=78) of the total number of respondents. Regarding the marital status of participants majority of them were married 53.7% (n=123) followed by single 38% (n=87). The above table also indicates the educational status of participants 62.9% (n=144) first degree and 33.2% (n=76) masters. Since the majority of the respondents are educated, it is possible to that almost all employees are capable of understanding and answering the questions in questionnaires. As to the tenure (length of service) of service of the respondents within their current organization, out of the total respondents 47.2% (n=108) were 1-5 years and 24% (n=55) were above 10 years. This implies that the organization is dominated by employees who have been working less than five years and have few years of experience. Concerning the salary of the respondent, 60.7% (n=139) majority of the employees are paid within the range of birr 5001-7000. Since salary key to sustain the day to day life and to win ever raising cost of life, it's difficult to say enough or satisfactory.

4.3 Result of Measures of Descriptive Statistics (Mean and SD of Sample Respondents)

There are different determinant factors of employee turnover intention or factors intend to resign or quit their current job. This part explains the result of descriptive statistics calculated on the basis of variables included in the determinant factors of turnover intention questionnaires. This study mainly focus on personal, internal (push) and external (pull) factors. As stated in chapter three-likert scale were used to measure determinant factors of turnover intention. Five point scales were used to measure level of agreement to each factors. For the variables the highest

value that describe a higher intention to leave the organization is 5 whereas the lowest value to describe intent to quit is 1. The mid-point of the scale is 3 which indicate neutrality (neither intent to quit nor stay in the organization).

Table 4.2 Personal factors of Employee Turnover Intention

| No | Variable | N | Mean | Std. Deviation |
|----|--|-----|------|----------------|
| 1 | Health problem will make me quit my job. | 229 | 3.14 | 1.259 |
| 2 | Family related problem will make me quit my job | 229 | 3.11 | 1.219 |
| 3 | Having difficult job will make me quit my job | 229 | 2.74 | 1.315 |
| 4 | Job expectations not fulfill by the organization will encourage me to quit or What I expected from my present job, are not available | 229 | 3.32 | 1.256 |
| 5 | Wanting to have personal business will encourage me to quit or because of planning to open a new business | 229 | 3.20 | 1.305 |
| 6 | I intend to resign or quit because some of my friends/relatives are changing jobs | 229 | 2.54 | 1.205 |
| 7 | I intend to resign or quit because I want to leave with my family as my organization is located in other area | 229 | 2.69 | 1.310 |
| 8 | I intend to resign or quit because I am unable to follow organization timing, rules and regulation | 229 | 2.38 | 1.210 |
| 9 | I intend to resign or quit because I do not like the style/personality of my boss | 229 | 2.59 | 1.172 |
| 10 | I intend to resign or quit because I desire to learn a new skill | 229 | 3.36 | 1.133 |
| | Valid N (listwise) | 229 | | |

Aggregate Mean 2.907

Source, questionnaire, 2018

Table 4.2 reveals the arithmetic mean and standard deviation of the personal factors of turnover intention considered in this study. As shown in the above table, the respondents were agreed to quit present job because of five personal factors: health problem will make me quit my job (mean 3.14 & SD1.259), Family related problem (mean 3.11 & SD1.219), Job expectations not fulfill by the organization (mean 3.32 & SD 1.256), Wanting to have personal business or planning to open a new business (mean 3.20 & SD 1.305) and desire to learn a new skill (mean 3.36 & SD 1.133). However, the employees were not agreed to quit the present job because of five personal factors: having difficult job (mean 2.74 & SD 1.315), because some of my friends/relatives are changing jobs (mean 2.54 & SD 1.205), I want to leave with my family as my organization is

located in other area (mean 2.69 & SD 1.310), I am unable to follow organization timing, rules and regulation (mean 2.38 & SD 1.210) and I do not like the style/personality of my boss (mean 2.59 & SD 1.172). The aggregate mean for personal factors is 2.907 and standard deviation lies between 1.315 and 1.133. Overall, the employees were slightly disagree to quit job because of personal factors. As per the interview conducted with the HR director and personnel's there are employees who left the MoE because of personal problems such as health problems, some employees were quit due to starting personal business and certain female employees quit after giving birth because they want to focus their attention into their families.

Table 4.3 Internal (push) factors of Employee Turnover Intention

| No | Variable | N | Mean | Std. Deviation |
|----|--|-----|------|----------------|
| 1 | The way the organization is being led by top management is not fair | 229 | 2.34 | 1.191 |
| 2 | There is no participation of employees in decision Making process | 229 | 2.79 | 1.185 |
| 3 | The organization total benefit package are not satisfactory and meets my needs | 229 | 3.73 | 1.279 |
| 4 | The main internal factor that pushes me to leave my present is because fringe benefits are less | 229 | 3.66 | 1.227 |
| 5 | The main internal factor that pushes me to leave my present is because my job is not secure | 229 | 3.17 | 1.299 |
| 6 | The main internal factor that pushes me to leave my present is because size of present organization is small | 229 | 3.03 | 1.184 |
| 7 | The main internal factor that pushes me to leave my present is because working environment is not good or conducive | 229 | 3.07 | 1.265 |
| 8 | The main internal factor that pushes me to leave my present is because my current job is not fit with my status and satisfied me | 229 | 3.52 | 1.062 |
| 9 | There is a miss match between jobs and employees in the organization. | 229 | 3.44 | 1.105 |
| 10 | Lack of motivation and reward for good work or performance of employees from management | 229 | 3.79 | 1.184 |
| 11 | Lack of recognition for the accomplishment of my work | 229 | 3.68 | 1.221 |
| 12 | little opportunities for promotion and development or career advancement | 229 | 3.76 | 1.200 |
| 13 | Lack of freedom in present organization and interference of boss in my activities | 229 | 3.51 | 1.153 |
| 14 | I have too much paperwork or more office work load | 229 | 3.17 | 1.229 |

| | | | | |
|----|---|-----|------|-------|
| 15 | Because my job does not give me enough time for my family or my work makes me too tired to enjoy family life | 229 | 3.09 | 1.293 |
| 16 | The main internal factor that pushes me to leave my present is because there is no fairness/justice in organization or discrimination based on gender, race or on any other bases | 229 | 3.51 | 1.216 |
| 17 | The main internal factor that pushes me to leave my present is because my present salary is not satisfying and less to the work I perform | 229 | 3.77 | 1.342 |
| 18 | The main internal factor that pushes me to leave my present is because of poor relationship with my co-workers and supervisor and conflict among employees | 229 | 3.21 | 1.377 |
| 19 | Lack of necessary equipment and tools to facilitate my job | 229 | 3.24 | 1.254 |
| 20 | Many of our rules and procedures make doing a good job difficult | 229 | 3.26 | 1.256 |
| 21 | I feel I am fairly compensated for the work I do or perform | 229 | 2.92 | 1.295 |
| 22 | There is adequate planning of corporate objectives | 229 | 2.96 | 1.332 |
| 23 | Work assignments are not fully explained and the available instructions related with the job remain unclear and insufficient | 229 | 3.3 | 1.256 |
| 24 | The job that I do consists of a more routine task which is tedious and boredom or my job is not enjoyable | 229 | 3.47 | 1.134 |
| 25 | I sometimes feel my job is meaning less or my job responsibilities are not clear to me | 229 | 3.07 | 1.277 |
| 26 | My supervisor shows too little interest in the feelings of subordinates or my supervisor is unfair to me | 229 | 3.22 | 1.199 |
| 27 | I often feel that I do not know what is going on with the organization or lack of communication in the organization | 229 | 3.34 | 1.126 |
| | Valid N (listwise) | 229 | | |

Aggregate Mean 3.2973

Source, questionnaire, 2018

Table 4.3 reveals the arithmetic mean and standard deviation of the internal (push) factors of turnover intention considered in this study. As shown in the above table, the employees were agreed to quit present job because of the following key internal (push) factors; Lack of motivation and reward for good work or performance (mean 3.79 & SD 1.184) salary is not satisfying and less to the work I perform (mean 3.77 & SD 1.342), little opportunities for promotion and development or career advancement (mean 3.76 & SD 1.200), lack of recognition for the accomplishment of my work (mean 3.68 & SD 1.221), fringe benefits are less (mean 3.66

&SD 1.227), my current job is not fit with my status and satisfied me (mean 3.52 & SD 1.062), lack of freedom in present organization and interference of boss in my activities (mean 3.51 & SD 1.153), no fairness/justice in organization or discrimination based on gender, race or on any other bases (mean 3.51 & SD 1.216), the job I do more routine task which is tedious and boredom or my job is not enjoyable (mean 3.47 & SD 1.134), miss match between jobs and employees in the organization (mean 3.44 & SD 1.105), lack of communication in the organization (mean 3.34 & SD 1.126), work assignment are not fully explained and instruction related with the job remain unclear and insufficient (mean 3.3 & SD 1.256), many of the organization rules and procedures make doing a good job difficult (mean 3.26 & SD 1.256), my supervisor shows too little interest in the feelings of subordinates or unfair to me (mean 3.22 & SD 1.199), poor relationship with my co-workers and supervisor and conflict among employees (mean 3.21 & SD 1.377), too much paperwork or more office work load (mean 3.17 & SD 1.229), my job is not secure (mean 3.17 & SD 1.299), my work makes me too tired to enjoy family life (mean 3.09 & SD 1.293), working environment is not good or conducive (mean 3.07 & SD 1.265), my job responsibilities are not clear to me (mean 3.07 & SD 1.277), size of present organization is small (mean 3.03 & SD 1.184), there is adequate planning of corporate objectives (mean 2.96 & SD 1.332), I feel I am fairly compensated for the work I do or perform (mean 2.92 & SD 1.295), employee get chance to participate in decision making process (mean 2.79 & SD 1.185) and the way the organization is being led by top management is satisfactory (mean 2.34 & SD 1.191). Generally, the aggregate mean for internal (push) factors is 3.2973 and Standard deviation lies between 1.377 and 1.062. This implies that, the employees were intended to quit or leave their present job or organization because of the above mentioned factors and internal (push) factors is one of the determinant factor for employee turnover intention in MoE. In addition, as per the interview conducted with the HR director and personnel's employees intent to quit the MoE because of internal factors such as job dissatisfaction because most work of the organization is very routine and too much paperwork or more office work load which has a negative effect on the workers level of satisfaction. The other serious reason is dissatisfaction with the salary and benefit packages compare to other the organization or industry since MoE is government organization the payment is less and it also takes several time to improve or adjust and implement new better salary and benefit packages scheme as well as dissatisfaction with the leadership. Employees do not usually participate in major decisions they just do what they are

told or ordered to do, this makes them feel unrecognized and top management does not give them an immediate response or solution when they face problems. It is important for organization to participate and give feedback to employees so that they developed sense of belongings and their efforts stay aligned with the goals of the company and meet expectations

Table 4.4 External (pull) factors of Employee Turnover Intention

| No | Variable | N | Mean | Std. Deviation |
|----|--|-----|------|----------------|
| 1 | Perceived alternative employment opportunities and accessibility of other jobs in the area of my expertise in the market will encourage me | 229 | 3.90 | 1.008 |
| 2 | The main external factor that attracts me to switch to a new job is competing organizations provide better working conditions | 229 | 3.91 | .849 |
| 3 | The main external factor that attracts me to switch to a new job is better Job security | 229 | 3.55 | 1.201 |
| 4 | The main external factor that attracts me to switch to a new job is more freedom and autonomy | 229 | 3.65 | 1.117 |
| 5 | The main external factor that attracts me to switch to a new job is good organization culture and support manifested in other organization | 229 | 3.82 | 1.025 |
| 6 | The main external factor that attracts me to switch to a new job is availability of better life-work balance or less work load | 229 | 3.51 | 1.227 |
| 7 | The main external factor that attracts me to switch to a new job is high salary and benefit packages offered in the market or other organization | 229 | 3.98 | .929 |
| 8 | The main external factor that attracts me to switch to a new job is well reputation of the organization | 229 | 3.77 | 1.116 |
| 9 | The main external factor that attracts me to switch to a new job is availability of higher education opportunities | 229 | 3.88 | 1.101 |
| 10 | The main external factor that attracts me to switch to a new job is more respect and values or recognition | 229 | 3.81 | 1.188 |
| 11 | If I search for an alternative job within a year, there are high chances I can get an acceptable job to my post or status | 229 | 3.59 | 1.216 |
| 12 | The main external factor that attracts me to switch to a new job is location of organization in good region /city | 229 | 3.71 | 1.142 |
| 13 | The main external factor that attracts me to switch to a new job is more financial benefits and other better opportunity | 229 | 3.87 | 1.181 |
| 14 | The main external factor that attracts me to switch to a new job is new challenge and interesting work | 229 | 3.83 | 1.030 |

| | | | | |
|----|---|-----|------|-------|
| 15 | The main external factor that attracts me to switch to a new job is better career advancement and good boss | 229 | 3.82 | 1.051 |
| 16 | The main external factor that attracts me to switch to a new job is availability of good education for children | 229 | 3.56 | 1.232 |
| | Valid N (listwise) | 229 | | |

Aggregate Mean 3.7598

Source, questionnaire, 2018

Table 4.4 reveals the arithmetic mean and standard deviation of the external (pull) factors of turnover intention considered in this study. As shown in the above table, the employees were agreed to quit present job because of the following key external (pull) factors; high salary and benefit packages offered in the market or other organization (mean 3.98 & SD .929), competing organizations provide better working conditions (mean 3.91 & SD .849), Perceived alternative employment opportunities and accessibility of other jobs in the area of my expertise in the market (mean .90 & SD 1.008), availability of higher education opportunities (mean 3.88 & SD 1.101), more financial benefits and other better opportunity (mean 3.87 & SD 1.181), new challenge and interesting work (mean 3.83 & SD 1.030), better career advancement and good boss (mean 3.82 & SD 1.051), good organization culture and support manifested in other organization (mean 3.82 & SD 1.025), is more respect and values or recognition (mean 3.81 & SD 1.188), well reputation of the organization (mean 3.77 & SD 1.116), location of organization in good region /city (mean 3.71 & SD 1.142), more freedom and autonomy (mean 3.65 & SD 1.117), there are high chances I can get an acceptable job to my post or status (mean 3.59 & SD 1.216), availability of good education for children (mean 3.56 & SD 1.232), better Job security (mean 3.55 & SD 1.201) and availability of better life-work balance or less work load (mean 3.51 & SD 1.227). Generally, the aggregate mean for external (pull) factors is 3.7598 and Standard deviation lies between 1.232 and .849. This implies that, the employees were intended to quit or leave their present job or organization because of the above mentioned factors and external (pull) factors is one of the determinant factor for employee turnover intention in MoE. As per the interview conducted with the HR director and personnel's most of the experienced and professional employee's intent to quit MoE because of external factors such as availability of alternative jobs and better opportunity in the other organization because, now a day's employees continuously search for better job opportunities for their life and they wouldn't stay a day if they

find or get better especially the young population is always in search of other better opportunities and most of the turnovers which are voluntarily are made by the younger population in the organization.

Table 4.5 Respondent level of Turnover Intention

| No | Variable | N | Mean | Std. Deviation |
|----|--|-----|------|----------------|
| 1 | As soon as I can find a better job I will quit this organization | 229 | 3.98 | 1.183 |
| 2 | I often think about quitting my job | 229 | 3.50 | 1.122 |
| 3 | I intend to leave the organization within the next 12 months | 229 | 3.10 | 1.196 |
| 4 | I will probably look for a new job next year | 229 | 3.31 | 1.160 |
| | Valid N (listwise) | 229 | | |

Aggregate Mean 3.4694

Source, questionnaire, 2018

Table 4.5 reveals the arithmetic mean and standard deviation of the intention of respondents to quit from the present job or organization considered in this study. As shown in the above table, the respondents were intend to quit present job or organization with the aggregate mean result of 3.4694 and Standard deviation lies between 1.196 and 1.122. This implies that majority of respondents has intention to leave the present job and there is high turnover of employees in MoE.

As per the interview conducted with the HR director and personnel’s the only method MoE used to know the reason of employee turnover is exit interview after the employees ask and fill the form of resignation or termination of employment to know why most employees leave. Exit interview is the most common method used by most organization to assess employee’s reasons for resigning. Many organizations conduct exit interviews with employees who are voluntarily leaving. Exit interviews provide important information for changing HR retention policies and practices to decrease employee turnover and improve organization performance (Phillips, 1999). However, it may lead to biased unless conduct carefully because, employees might give falsified information in fear a delay of the termination process and in need of good recommendation letter.

Regarding the techniques the organization practiced to overcome or reduce turnover, the HR director and personnel's stated that as such the organization were not give much attention to the problem. However, there are some techniques the organization practices to motivate and retained employees; i.e. it give short term and long term training both locally and abroad, provide different kind of educational opportunity and promotion for future career advancement even if the chance is little or rare for employees. For the question how about enhancing salary and benefit packages, they stated that since the MoE is government organization it is not the mandate of the organization to do this but the organization were implement the new salary scale and benefit schemes following the reform and proclamation in civil service sector by the government. Since, employees are the key to successes and competitive advantage of the organizations, much attention is needed to give by the organization on other aspects of determinant factors.

4.4 Results of Correlations Analysis

Table 4.6 Personal Factors Correlation

| Turnover intention | | |
|--|---------------------|----------------|
| Variable | Pearson correlation | Sig. (2tailed) |
| Health problem will make me quit my job. | .135* | .041 |
| Family related problem will make me quit my job | .219** | .001 |
| Having difficult job will make me quit my job | .146* | .027 |
| Job expectations not fulfill by the organization will encourage me to quit or What I expected from my present job, are not available | .272** | .000 |
| Waiting to have personal business will encourage me to quit or because of planning to open a new business | .216** | .001 |
| I intend to resign or quit because some of my friends/relatives are changing jobs | .292** | .000 |
| I intend to resign or quit because I want to leave with my family as my organization is located in other area | .054 | .415 |
| I intend to resign or quit because I am unable to follow organization timing, rules and regulation | .257** | .000 |
| I intend to resign or quit because I do not like the style/personality of my boss | .085 | .198 |
| I intend to resign or quit because I desire to learn a new skill | .026 | .699 |

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

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

Source, questionnaire, 2018

Table 4.6 indicates the correlation between all variables of personal factors and turnover intention. A significant positive relationship was found between turnover intention and seven variables of personal factors: health problem ($r = .135$ at $P \leq .041$), family related problem ($r = .219$ at $P \leq .001$), having difficulty of job ($r = .146$ at $P \leq .001$), job expectation not fulfilled by the organization ($r = .272$ at $P \leq .000$), waiting to have personal business ($r = .216$ at $P \leq .000$), ($r = .141$ at $P \leq .033$), some of my friends/relatives changing job ($r = .292$ at $P \leq .000$) and unable to follow organization timing, rules and regulation ($r = .257$ at $P \leq .000$). The other three variables of personal factors; want to leave with my family as my organization is located in other area, don't like the style/personality of my boss and desire to learn a new skill didn't have any statistical significant relationship with turnover intention. Generally, almost all personal factors are found significantly correlated with turnover intention.

Table 4.7 Internal (push) Factors Correlation

| Variable | Pearson correlation | Sig. (2tailed) |
|--|---------------------|----------------|
| The way the organization is being led by top management is not fair | .206** | .002 |
| There is no participation of employees in decision Making process | .182** | .006 |
| The organization total benefit package are not satisfactory and meets my needs | .150* | .023 |
| The main internal factor that pushes me to leave my present is because fringe benefits are less | .250** | .000 |
| The main internal factor that pushes me to leave my present organization is because my job is not secure | .100 | .132 |
| The main internal factor that pushes me to leave my present is because size of present organization is small | .192** | .004 |
| The main internal factor that pushes me to leave my present is because working environment is not good or conducive | .213** | .001 |
| The main internal factor that pushes me to leave my present is because my current job is not fit with my status and satisfied me | .143* | .030 |
| There is a miss match between jobs and employees in the organization. | .242** | .000 |
| Lack of motivation and reward for good work or performance of employees from management | .040 | .551 |
| Lack of recognition for the accomplishment of my work | .181** | .006 |
| little opportunities for promotion and development or career advancement | .187** | .005 |
| Lack of freedom in present organization and interference of boss in my activities | .202** | .002 |
| I have too much paperwork or more office work load | .140* | .034 |
| Because my job does not give me enough time for my family or my | .222** | .001 |

| | | |
|---|--------|------|
| work makes me too tired to enjoy family life | | |
| The main internal factor that pushes me to leave my present is because there is no fairness/justice in organization or discrimination based on gender, race or on any other bases | .140* | .034 |
| The main internal factor that pushes me to leave my present is because my present salary is not satisfying and less to the work I perform | .204** | .002 |
| The main internal factor that pushes me to leave my present is because of poor relationship with my co-workers and supervisor and conflict among employees | -.053 | .424 |
| Lack of necessary equipment and tools to facilitate my job | .125 | .058 |
| Many of our rules and procedures make doing a good job difficult | .113 | .087 |
| I feel I am fairly compensated for the work I do or perform | .021 | .750 |
| There is adequate planning of corporate objectives | -.091 | .170 |
| Work assignments are not fully explained and the available instructions related with the job remain unclear and insufficient | .265** | .000 |
| The job that I do consists of a more routine task which is tedious and boredom or my job is not enjoyable | .164* | .013 |
| I sometimes feel my job is meaning less or my job responsibilities are not clear to me | .163* | .013 |
| My supervisor shows too little interest in the feelings of subordinates or my supervisor is unfair to me | .230** | .000 |
| I often feel that I do not know what is going on with the organization or lack of communication in the organization | .206** | .002 |

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

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

Source, questionnaire, 2018

Table 4.7 indicates the correlation between all variables of internal (push) factors and turnover intention. As presented above majority of the internal (push) factors had strong direct positive relationships with turnover intention. The results supported twenty variables out of twenty seven variables .There were significant positive relationship among turnover intention and the way the organization is led by top management is unfair (r = .206 at P≤.002), there is no participation of employees in decision making (r = .182 at P≤.006), total benefit packages are not satisfactory (r = .150 at P≤.023) less fringe benefits (r = .250 at P≤.000), size of the present organization is small (r = .192 at P≤.004), working environment is not good or conducive (r = .213 at P≤.001), current job is not fit with my status and satisfied me (r = .143 at P≤.030), miss match between jobs and employees in the organization (r = .242 at P≤.000), Lack of recognition for the accomplishment of my work(r = .181at P≤.006), little opportunities for promotion and

development or career advancement ($r = .187$ at $P \leq .005$), lack of freedom and interference of boss in my activities ($r = .202$ at $P \leq .002$), too much paper work or more office work load ($r = .140$ at $P \leq .034$), my work makes me too tired to enjoy family life ($r = .222$ at $P \leq .001$), there is no fairness/justice in organization or discrimination based on gender, race or on any other bases ($r = .140$ at $P \leq .034$), my present salary is not satisfying and less to the work I perform ($r = .204$ at $P \leq .002$), Work assignments are not fully explained and the available instructions related with the job remain unclear and insufficient ($r = .265$ at $P \leq .000$), more routine task which is tedious and boredom or my job is not enjoyable ($r = .164$ at $P \leq .013$), my job is meaning less or my job responsibilities are not clear to me ($r = .163$ at $P \leq .013$), My supervisor shows too little interest in the feelings of subordinates or my supervisor is unfair to me ($r = .230$ at $P \leq .000$) and lack of communication in the organization ($r = .206$ at $P \leq .002$). The other seven variables of internal (push) factors which are depicted above on the table didn't have any statistical significant relationship with turnover intention.

Table 4.8 External (pull) Factors Correlation

| Turnover intention | | |
|--|---------------------|----------------|
| Variable | Pearson correlation | Sig. (2tailed) |
| Perceived alternative employment opportunities and accessibility of other jobs in the area of my expertise in the market will encourage me | -.126 | .057 |
| The main external factor that attracts me to switch to a new job is competing organizations provide better working conditions | -.158* | .017 |
| The main external factor that attracts me to switch to a new job is better Job security | -.030 | .652 |
| The main external factor that attracts me to switch to a new job is more freedom and autonomy | -.046 | .487 |
| The main external factor that attracts me to switch to a new job is good organization culture and support manifested in other organization | .076 | .251 |
| The main external factor that attracts me to switch to a new job is availability of better life-work balance or less work load | .274** | .000 |
| The main external factor that attracts me to switch to a new job is high salary and benefit packages offered in the market or other organization | .041 | .535 |
| The main external factor that attracts me to switch to a new job is well reputation of the organization | .137* | .038 |
| The main external factor that attracts me to switch to a new job is availability of higher education opportunities | .080 | .231 |
| The main external factor that attracts me to switch to a new job is | .256** | .000 |

| | | |
|---|--------|------|
| more respect and values or recognition | | |
| If I search for an alternative job within a year, there are high chances I can get an acceptable job to my post or status | .352** | .000 |
| The main external factor that attracts me to switch to a new job is location of organization in good region /city | .097 | .144 |
| The main external factor that attracts me to switch to a new job is more financial benefits and other better opportunity | .154* | .020 |
| The main external factor that attracts me to switch to a new job is new challenge and interesting work | .279** | .000 |
| The main external factor that attracts me to switch to a new job is better career advancement and good boss | .056 | .396 |
| The main external factor that attracts me to switch to a new job is availability of good education for children | .394** | .000 |

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

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

Source, questionnaire, 2018

Table 4.8 indicates the correlation between all variables of external (pull) factors and turnover intention. A significant positive relationship was found between turnover intention and eight variables out of sixteen variables of external (pull) factors; competing organizations provide better working conditions ($r = .158$ at $P \leq .017$), availability of better life-work balance or less work load ($r = .274$ at $P \leq .000$), well reputation of the organization ($r = .137$ at $P \leq .038$), more respect and values or recognition ($r = .256$ at $P \leq .000$), there are high chances I can get an acceptable job to my post or status ($r = .352$ at $P \leq .000$), more financial benefits and other better opportunity ($r = .154$ at $P \leq .020$), new challenge and interesting work ($r = .279$ at $P \leq .000$) and availability of good education for children ($r = .394$ at $P \leq .000$). The other eight external (pull) factors which are; perceived alternative employment opportunity and accessibility of other jobs in the area of my expertise in the market, better job security, more freedom and autonomy, good organization culture and support manifested in other organization, high salary and benefit packages offered in the market or other organization, availability of higher education opportunities, location of organization in good region /city and better career advancement and good boss did not show any statistically significant association with turnover intention.

Generally, regarding the relationship between the independent and dependent variables, Table 4.9 clearly shows or indicates that each of the variables are significantly correlated with each other at a significance level of $p < 0.01$.

Table 4.9 Correlation Analysis among Variables

| | | PERSONAL | INTERNAL | EXTERNAL | INTENTION |
|-----------|---------------------|----------|----------|----------|-----------|
| PERSONAL | Pearson Correlation | 1 | .430** | .250** | .326** |
| | Sig. (2-tailed) | | .000 | .000 | .000 |
| | N | 229 | 229 | 229 | 229 |
| INTERNAL | Pearson Correlation | | 1 | .513** | .368** |
| | Sig. (2-tailed) | | | .000 | .000 |
| | N | | 229 | 229 | 229 |
| EXTERNAL | Pearson Correlation | | | 1 | .262** |
| | Sig. (2-tailed) | | | | .000 |
| | N | | | 229 | 229 |
| INTENTION | Pearson Correlation | | | | 1 |
| | Sig. (2-tailed) | | | | |
| | N | | | | 229 |

The independent variable internal (push) factors is significantly correlated with external (pull) factors ($r=0.513$) and personal factors ($r=0.430$). It is also significantly correlated with the dependent variable (turnover intention) at a moderate level i.e. $r= 0.368$.

4.5 Discussion

The study was undertaken to identify the determinant factors of turnover intention of employees in Ministry of Education. The results of this study showed that turnover intention is affected by a combination of personal factors, internal (push) and external (Pull) factors significantly in the organization.

4.5.1. Personal Factor

Individual factors leading to turnover intentions refer to the personal characteristics of an employee. These characteristics could be those which are ingrained in the individual, such as personality, or those which are learnt, such as skill, ability etc. Many Studies indicate that various cognitive and non-cognitive factors do influence, directly or indirectly an employee's intention and then finally the decision to actually quit the organization. This study also identify the following key personal factors as determinants of turnover intention of employees in Ministry of Education; due to health problem and family related problem for example certain female employees quit after giving birth because they want to pay their attention to their child's.

Job expectation not fulfilled by the organization because most job of the organization is very routine and too much paperwork which has a negative effect on the workers level of satisfaction, wanting to have personal business or planning to open new business, due to friends/relatives are changing jobs via studying business related fields and get better opportunity available other organization and financial industry. Having difficulty of job and unable to follow organization timing, rules and regulation due to bureaucratic nature of the organization.

4.5.2. Internal (push) Factor

Internal (push) factors are aspects that push the employee to quit or towards the exit door. According to Loquercio (2006) it is relatively rare for people to leave jobs in which they are happy, even when offered higher pay elsewhere. However, some time employees are pushed to quit due to dissatisfaction in their present jobs to seek alternative employment. There are many factors which are attached with an organization and work as push factors for employees to quit such as salary, benefits and facilities, size of organization, location of the organization, nature and kind of organization, stability of organization, communication system in organization, management practice and polices, organizational justice, job satisfaction, job content and job stress.

This study also reveals the following internal (push) factors which are determinant factors for employee turnover intent in MoE among the variables listed; the way the organization is being led by top management is unfair, lack of fairness/justice in organization or discrimination based on gender, race or on any other bases, lack of freedom and interference of boss in activities of employees, the available instructions related with the job remain unclear and insufficient, unclear job responsibilities to employees, work assignments are not fully explained, supervisor little interest in the feelings of subordinates and lack of communication in the organization as well as there is no participation of employees in decision making process. It is being said employees leave managers not the organization. Employees may be satisfied with the organization but in some cases they leave organization because of their managers. Relationship with managers works for overall satisfaction of employees with the organization. Nature of management influence the individuals in terms of values to the organization. According to Shukla and Dr Sinha, (2013), relationship between employees and management or the nature of the management is a reason for most employees to quit. A poor relationship with the

management can be an important reason for the employees to leave their jobs. Employer-employee relationship plays a vital role on turnover.

The other factors identified in the study are the total benefit package are not satisfactory and less fringe benefits, salary is not satisfying and less to the work the employees performed. Employees compare their job with other organizations in terms of job achievement and compensation (salary & reward), so if one is having recognition that he or she is having more wages and job achievement then this will impact them positively (Choi, 2009).

The finding of the study also indicates working environment is not good or conducive, current job is not fit with their status and satisfied, miss match between jobs and employees in the organization. Basic working conditions like relationship with colleagues, clean workroom, proper lightning, furniture, heating, air circulation and noise and office equipment are some of the major constitutes of work environment which influences job satisfaction and is one of the major reason due to which an organization experiences an employee's turnover (Bilal. H, 2012, Kebriaei and Moteghedhi, 2009). According to (Callier, H 2011 as cited by Adugna, 2014), less than expected level of organizational physical environment switch the employees towards job dissatisfaction or increase the level of employee's turnover rate.

In addition, the study find that there is lack of recognition for the accomplishment of work, little opportunities for promotion and development or career advancement, too much paper work or more office work load, life-work imbalance, and more routine task which is tedious and boredom or job is not enjoyable. The strength of leadership and the ability of the organizations to enhance a sense of commitment on the part of employees and its development influence turnover intentions and turnover rate. Recognition is one of the most powerful methods of rewarding people. Employees need to know not only how well they achieved their objectives or carried out their work, but also that their achievements are appreciated. Herzberg identified recognition as 'motivating factors' which serves as a potential for 'satisfiers' that lead to job satisfaction. So that the company should keep on recognizing employees for their accomplishment of work. Career planning is the process by which ones select career goals and path to this goal. Organizations should have the responsibility to guide and direct the employees to develop and utilize their knowledge, ability and resource towards organization development and

effectiveness. Employees goal have to be appropriately integrated with organizational goal and they must be sure that the future career in the organization subject to unforeseen factors. Therefore, the company should develop career goal and path and guide them towards its achievement. Positive feeling towards the nature of the work as intrinsic motivators have deeper and longer lasting effect to the long term motivation and satisfaction of employees than the extrinsic motivators. People will have a positive perception of their jobs when the job is meaningful, challenging and interesting (Armstrong, 2007).

4.5.3. External (pull) Factor

Pull (external) factors are those reasons that attract the employee to a new place of work. Employees would generally like to work in prosperous and flourishing economies and as a result, employees usually move out of poor and deprived economies to seek greener pastures in more developed ones. According to Price (2001), the larger alternative employment opportunities exist in the environment, the more chances of awareness among the employees, which lead them to evaluate cost and benefit analysis and have intentions to switch jobs. The common pull factors derived from literature are availability of alternative jobs, attractiveness and attainability of employment in a growing economy. The availability is mainly about the number of opportunities outside the organization in the environment that attracts an employee to withdraw from a particular organization.

This study also identify the following external (pull) factors which are determinant factors for employee turnover intent in MoE among the variables listed; better working conditions provided by competing organization and availability of better life-work balance or less work load because everyone need to enjoy their family life. Well reputation of the other organization in the industry or market and more respect and values or recognition manifested in other organization, in every organization the friendly working environment or good interpersonal relation among employees and well valuing and recognizing the effort and accomplishment every employees performance is a key to create or develop sense of belongingness and enhance employees commitment towards organizational goals and values. The availability of acceptable jobs which fit with their status or areas of expertise, more financial benefits and other better opportunity as well as the availability of new challenging and interesting work in the market.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Major Findings

Employee turnover is an important issue that possesses a significant challenge for organizations. Human resource is considered the center of all development processes of economy and human capital is key to an organization's performance, workforce attrition can have a profound impact on an organization's performance, growth and general business outcomes. The rate at which employees enter and withdraw from organization has become a source of concern to HR managers given the damaging effect of frequent turnover could have on organizations. Frequent employees turnover is costly to organizations and destructive for the attainment of organizational goals.

According to the analysis of both quantitative and qualitative data to identify the determinant factors which lead employees to intent to leave their current jobs or organization the major finding of the study are:-

Regarding personal factors the main reasons to why most employee's intent to leave or quit was found out that; health problems, wanting to have personal business or planning to open a new business and family related problem, certain female employees quit after giving birth because they want to focus their attention into their families, job expectation not fulfill by the organization and desire to learn new skill because, most of the job are routine and too much paperwork what most employees expected from their present job are not available and they are not satisfied.

As to the internal (push) factors the study found that; lack of motivation and reward for good work or performance, dissatisfaction with salary and benefit packages, little opportunities for promotion and development or career advancement, lack of recognition for the accomplishment of work, dissatisfaction with the job content and assignment as well as job description, lack of freedom and fairness/justice, lack of communication and participation in decision making, dissatisfaction with leadership and supervision, difficulty to follow rules and regulation due to bureaucracy and too much office work load which minimize the work life balance and lack of

friendly working environment or poor relationship with co-workers are the key among the variables listed that have an impact on employee's intent to leave the job or organization.

As far as concerning the external (pull) factors which determine employee's intent to leave or quit the study found that; availability of high salary and benefit packages offered in the other organization or industry, perceived alternative employment opportunities, availability higher education opportunities, better career advancement and good boss as well as new challenge and interesting work. Good organization culture and support, more respect and values or recognition and better life-work balance manifested in other organization or industry are the main factors in the organization.

According to the qualitative data, the organization were use exit interview to know why most employees leave or quit, which is the most common method used by most organization to assess employee's reasons for resigning. However, the organization were not give much attention to the problems and practices giving short term and long term training both locally and abroad, provide different kind of educational opportunity and promotion for future career advancement even if the chance is little or rare for employees as retention mechanism to retain employees and reduce turnover.

5.2 Conclusion

Due to globalization heightening competition and advancement of labor market, organizations were losing much of its employees from time to time. There are several reasons why people quit from one organization to another or why people leave organization. Various studies and literature were identified many factors or reasons for the employee's turnover intentions however, the reasons are different from organization to organization to some extent. This study also undertaken in-depth analysis on the determinant factors of turnover intentions and found out that the main significant factors contributed to the respondents' intention to resign or quit the organization are personal factors, internal (push) and external (pull) factors.

Generally, even though certain personal factors are beyond the control of the organization, it is important to have formal retention strategy which includes common principles or fundamentals

upon which good retention practices are built and strategic understanding of their workforce skill requirements, stressed the importance of responsive and open communications, work from the principle of equality or treating people fairly, career growth opportunity and systems, benefit packages, good supervision, recognition and rewards as well as take into account the overall problems that push and pull its employees to turnover intent and give attention to the issue to reduce turnover of the employees.

5.3 Recommendation

Based on the result of the finding and observed problem in the company, the following recommendations are forwarded with the hope that implementation will help the organization to control or alleviate the identified problems which lead employees to the intent to resign or quit and reduce turnover.

- Since the Human resource is key to every function of the organization, the management of the organization should give attention to the issue and improve retention mechanisms by taking into consideration several factors. Organization that focus on employee development enjoy higher employee commitment to its values and objectives, which leads to employee's satisfaction and sense of belongingness as well as lower turnover. If the organization has well developed development strategies that contains a variety of growth opportunities such as career planning, merit based promotion and personal development. The management should devise a career development programs for employees. Career ladder is one method organization used to promote employees which allows employees to grow in their career based on rules in effect that set forth the guidelines for promoting an employee when they has completed a predetermined length of service, such as one year or when they has demonstrated their ability to perform the duties at the next level of his position.
- The organization should review its job content and description to make jobs interesting and increase job satisfactions, compensation practices that are fair and competent and favorable working environment which is safe, motivating and adequately resourced for employees to perform their duties with their full capacity and effort so that, the employee will have little reason to look for outside or quit.

- A remedy should be made to make managerial styles more participatory. Supervisors or the managers of the organization who are directing the employee play a vital role in employee retention. If bosses are supportive, encouraging and let employees to learn from mistakes, more the employees feel sense of pride in their jobs, collect input on how the organization should be run, ask employees what they think because, each employees should have input in how their part of the organization can or should be run. Open the lines of communication which enables employees to ask what they want, take what they say and provides feedback their issues and concerns as well implement it because even if every suggestion is not viable, but it is important for the management to know ideas or intentions of them and create a feeling that their voices are heard. Recognize good performance, reinforcing employees for doing good work lets them know they are appreciated. The tangible and intangible rewards are a great way to show management appreciation for good performers and it improves morale if done well and enables to make sure employees receive sincere appreciation by management on a continuing basis as well as providing employees work-life balance because, it impacts retention directly and flexible work arrangements had positive effects on employee retention.
- The organization should revise its job assignment to avoid miss-match of employees to different jobs or post. Employees believe as their level of educational qualification increases and studying different fields to upgrade their knowledge and skills, their opportunity of getting employment in the other organization or industry also increases, so that, it is better for the management to assign them to different positions based on their new qualification to avoid dissatisfaction and retain its employees.
- The other recommendation is directed to HR department. The HR department should have to develop well recorded mechanism of employees profile data and other issues related to employees which are crucial. The HR department should perform the exit interview after employees finish the procedure of termination otherwise the response they give might be very biased in fear of getting a bad recommendation on their service and experience. It should use the information on exit interview which will help the organization to realize the true reasons for the cause of employees depart and take necessary measures. The organizations should also use attitude survey to seek the views

of employees before they leave and to provide a basis for the development of policies and practices that will help the organization to retain its employees.

5.4 Future Research Directions

The research findings reported in this study make a valuable contribution to create awareness of the determinant factors of turnover intention of employees through underlying variables; Demographic factors, Personal factors, Internal (push) factors and External (pull) factors. However, additional research is needed to further investigate other determinant factors of turnover intent.

In addition, this research was fully targeted to assess the determinant factors employee turnover intentions in Ministry of Education main organization which is located in Addis Ababa around arat kilo square and it was not included the other civil service organizations under the MoE which is located in the different parts of the country. Thus, study encompassing the different organizations under MoE turnover related issue can be also future research area.

The study also contribute to the Ministry of Education i,e Human Resource Management and the hole management bodies at different level to be aware of the determinant factors of employee turnover intent and allow them to proactively put or set certain assertive mechanism and retention strategy to reduce turnover and increase organizational commitment and develop sense of belongingness via keeping the talented and high skill employees to perform better to the intended objectives or mission and vision of the organization.

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Appendix

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

MA PROGRAM IN HUMAN RESOURCE MANAGEMENT

Questionnaire

Dear Respondents,

I am Umer Kebite, a graduate student who is currently studying for Masters of Art (MA) degree in Human Resource Management in Addis Ababa University School of Commerce. I am conducting a study entitled “Determinant factors of Turnover Intention of Employees; The case Ministry of Education”. This questionnaire is developed in order to conduct a thesis for the award of MA in Human Resource Management so, I would like to seek your support and cooperation in answering the questionnaire by providing your honest and most accurate response in order to make the study successful. The study is basically for academic purposes thus, I guarantee that your responses will be kept strictly anonymous and confidential. If you have any enquiry or something not clear, please feel free to contact me.

Thank you very much, for your cooperation and timely response in advance.

Umer Kebite

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General Instruction

- No need of writing your name.
- Please put (✓) this sign in the appropriate box

Section 1. Personal data

1. Gender A. Male B. Female

2. Age A. 20-30 B. 31-40 C. 41-50 D. above 51

3. Marital status A. Single B. Married C. Divorced D. Widowed

4. Educational background A. Certificate B. Diploma C. 1st Degree

D. Masters E. PHD F. Others _____

Table Q2: Issues related to Internal (Push) factors

What are the main internal factors which push you to leave your present jobs? (Please tick which is more appropriate to you)

| S. NO | Items | SA 5 | A 4 | N 3 | D 2 | SD 1 |
|-------|---|---------|--------|--------|--------|---------|
| 1 | The way the organization is being led by top management is unfair | | | | | |
| 2 | There is no participation of employees in decision Making process | | | | | |
| 3 | The organization total benefit package are not satisfactory and meets my needs | | | | | |
| 4 | The main internal factor that pushes me to leave my present is because fringe benefits are less | | | | | |
| 5 | The main internal factor that pushes me to leave my present is because my job is not secure | | | | | |
| 6 | The main internal factor that pushes me to leave my present is because size of present organization is small | | | | | |
| 7 | The main internal factor that pushes me to leave my present is because working environment is not good or conducive | | | | | |
| 8 | The main internal factor that pushes me to leave my present is because my current job is not fit with my status and satisfied me | | | | | |
| 9 | There is a miss match between jobs and employees in the organization. | | | | | |
| 10 | Lack of motivation and reward for good work or performance of employees from management | | | | | |
| 11 | Lack of recognition for the accomplishment of my work | | | | | |
| 12 | little opportunities for promotion and development or career advancement | | | | | |
| 13 | Lack of freedom in present organization and interference of boss in my activities | | | | | |
| 14 | I have too much paperwork or more office work load | | | | | |
| 15 | Because my job does not give me enough time for my family or my work makes me too tired to enjoy family life | | | | | |
| 16 | The main internal factor that pushes me to leave my present is because there is no fairness/justice in organization or discrimination based on gender, race or on any other bases | | | | | |
| 17 | The main internal factor that pushes me to leave my present is because my present salary is not satisfying | | | | | |

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| | and less to the work I perform | | | | | |
| 18 | The main internal factor that pushes me to leave my present is because of poor relationship with my co-workers and supervisor and conflict among employees | | | | | |
| 19 | Lack of necessary equipment and tools to facilitate my job | | | | | |
| 20 | Many of our rules and procedures make doing a good job difficult | | | | | |
| 21 | I feel I am fairly compensated for the work I do or perform | | | | | |
| 22 | There is adequate planning of corporate objectives | | | | | |
| 23 | Work assignments are not fully explained and the available instructions related with the job remain unclear and insufficient | | | | | |
| 24 | The job that I do consists of a more routine task which is tedious and boredom or my job is not enjoyable | | | | | |
| 25 | I sometimes feel my job is meaning less or my job responsibilities are not clear to me | | | | | |
| 26 | My supervisor shows too little interest in the feelings of subordinates or my supervisor is unfair to me | | | | | |
| 27 | I often feel that I do not know what is going on with the organization or lack of communication in the organization | | | | | |

Table Q3: Issues related to External (Pull) factors

What are the main external factors that attract (pull) you to switch to new job? (Please tick which is more appropriate to you)

| S. NO | Items | SA 5 | A 4 | N 3 | D 2 | SD 1 |
|-------|--|---------|--------|--------|--------|---------|
| 1 | Perceived alternative employment opportunities and accessibility of other jobs in the area of my expertise in the market will encourage me | | | | | |
| 2 | The main external factor that attracts me to switch to a new job is competing organizations provide better working conditions | | | | | |
| 3 | The main external factor that attracts me to switch to a new job is better Job security | | | | | |
| 4 | The main external factor that attracts me to switch to a new job is more freedom and autonomy | | | | | |
| 5 | The main external factor that attracts me to switch to a new job is good organization culture and support manifested in other organization | | | | | |

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|----|--|--|--|--|--|--|
| 6 | The main external factor that attracts me to switch to a new job is availability of better life-work balance or less work load | | | | | |
| 7 | The main external factor that attracts me to switch to a new job is high salary and benefit packages offered in the market or other organization | | | | | |
| 8 | The main external factor that attracts me to switch to a new job is well reputation of the organization | | | | | |
| 9 | The main external factor that attracts me to switch to a new job is availability of higher education opportunities | | | | | |
| 10 | The main external factor that attracts me to switch to a new job is more respect and values or recognition | | | | | |
| 11 | If I search for an alternative job within a year, there are high chances I can get an acceptable job to my post or status | | | | | |
| 12 | The main external factor that attracts me to switch to a new job is location of organization in good region /city | | | | | |
| 13 | The main external factor that attracts me to switch to a new job is more financial benefits and other better opportunity | | | | | |
| 14 | The main external factor that attracts me to switch to a new job is new challenge and interesting work | | | | | |
| 15 | The main external factor that attracts me to switch to a new job is better career advancement and good boss | | | | | |
| 16 | The main external factor that attracts me to switch to a new job is availability of good education for children | | | | | |

Table Q5: Issues related to Intention to quit

The following questions are related to your intention to quit from present organization. Please tick as appropriate.

| S. NO | Items | SA 5 | A 4 | N 3 | D 2 | SD 1 |
|-------|--|---------|--------|--------|--------|---------|
| 1 | As soon as I can find a better job I will quit this organization | | | | | |
| 2 | I often think about quitting my job | | | | | |
| 3 | I intend to leave the organization within the next 12 months | | | | | |
| 4 | I will probably look for a new job next year | | | | | |

Interview Questions

1. What are the reasons for employee turnover in Ministry of Education?
2. What are the methods the organization use to know the reason of turnover?
3. What kind of techniques has the organization practiced to overcome or reduce turnover?