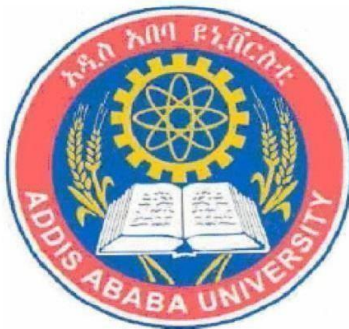


**The Effect of Staff Turnover Intention on Project
Success Metrics: Time, Cost and Quality The Case
Study of Exadata Machine Deployment Project at
Commercial Bank of Ethiopia**

By: **Selamawit Abebe Haile (GSE/4447/14)**

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF
THE REQUIREMENT FOR
MASTER OF ARTS IN PROJECT MANAGEMENT (MAPM)**



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Addis Ababa University School of Commerce

Project Management (MAPM) Program

Addis Ababa

June 2024

STATEMENT OF DECLARATION

I declare that the project work entitled “**The Effect of Staff Turnover Intention on Project Success Metrics: Time, Cost and quality. The Case Study of Exa-data Machine Deployment Project at Commercial Bank of Ethiopia**” is my original work and all sources of material used for the work have been duly acknowledged.

Selamawit Abebe Haile

STATEMENT OF CERTIFICATION

This is to certify that, this project work “**The Effect of Staff Turnover Intention on Project Success Metrics: Time, Cost and Quality; The Case Study of Exadata Machine Deployment Project at Commercial Bank of Ethiopia**”, undertaken by **Selamawit Abebe Haile** in partial fulfilment of the requirements for Master of Arts in Project Management at Addis Ababa University School of Commerce is an original work and has not submitted earlier for any other Degree either at this or any other university.

Dereje (PhD) Research project advisor

**ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE PROJECT
MANAGEMENT (MPM) PROGRAM**

*The Effect of Staff Turnover Intention on Project Success Metrics: Time, Cost and quality
The Case Study of Exadata Machine Deployment Project at Commercial Bank of Ethiopia*

BY: SELAMAWIT ABEBE HAILE

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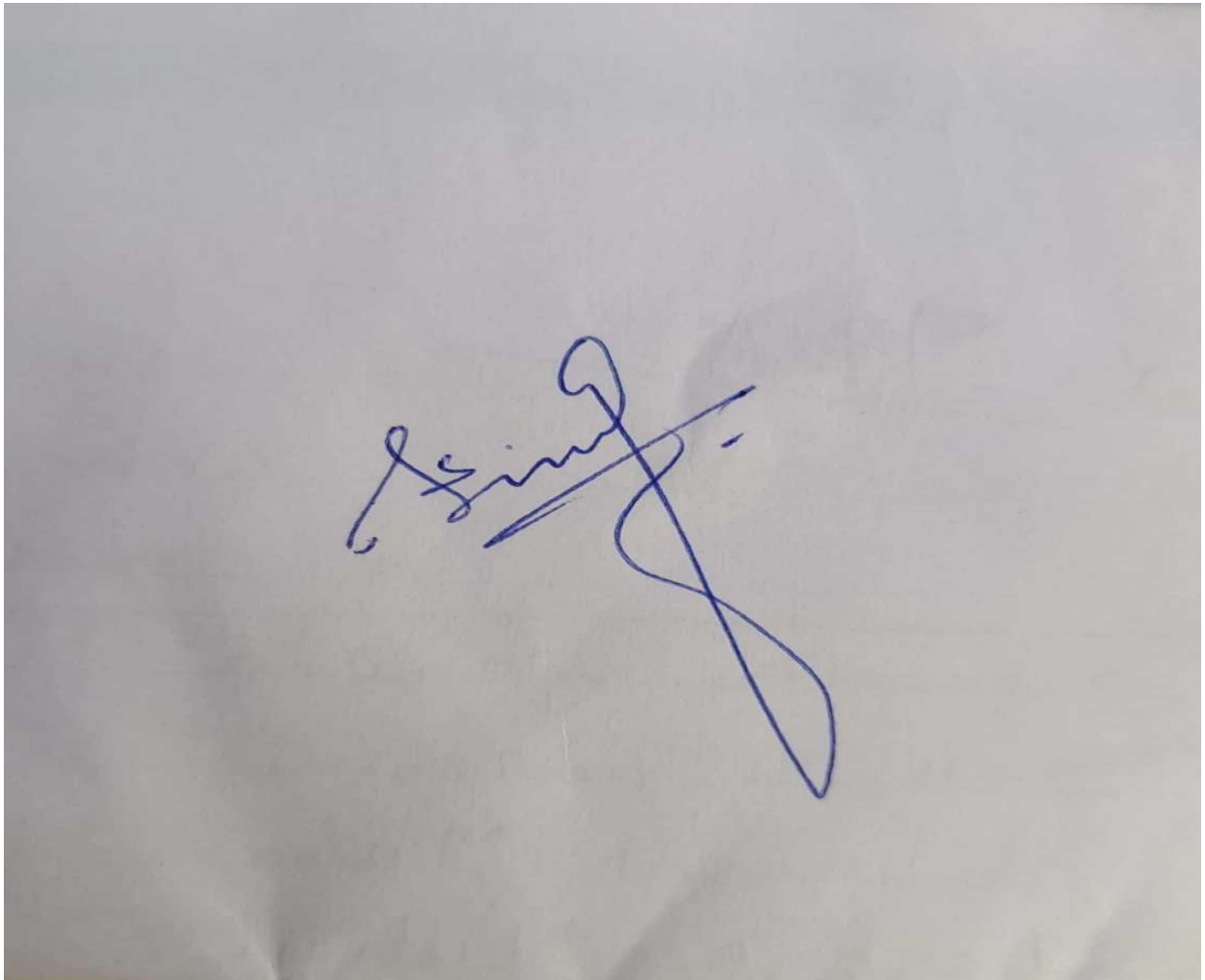
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ACRONYMS

CBE-Commercial Bank of Ethiopia

XM9-2-Exadata Machine

IS-Information System

IT-Information Technology

PMO-Project Management Office

SPSS-Statistical Package for Social Science

XM9- ExaData Machine Version 9

Abstract

Project success is crucial for organizations to achieve their strategic objectives and sustain a competitive edge. However, despite its importance, numerous challenges can impede a project's progress, one challenge being staff turnover intention. A significant yet often underestimated issue. This study investigates the effect staff turnover intention has on the three project success metrics: time, cost and quality on the Exadata Machine Deployment Project at the Commercial Bank of Ethiopia, CBE. The project team was formulated from within and outside of the bank and it was kicked off on December 2023 with a total of 67 members.

The problem of the study roots from high turnover intention of employees seen around IT and project areas driven by dissatisfaction, leading to a loss of commitment crucial for project success.

An explanatory research design with a quantitative approach was used in the study to better understand and examine the phenomenon. A questionnaire survey via google form was used to obtain data from the target population of 67 members. A valid and reliable o 67 questionnaires were distributed via email; 51 of them were fully completed and returned. Descriptive statistics and Linear Regression analysis were used to analyze the data using SPSS software version 29.0. The result of the descriptive analysis indicated there a moderate level of staff turnover intention within the project team and staff turnover intention significantly impacts project success metrics, with higher turnover intentions leading to increased project time and cost, and decreased quality. These outcomes highlight the influence of staff turnover intention on the project's three metrics and the consequent necessity for management to address this issue proactively.

The study also provides empirical evidence on the detrimental effects of staff turnover intention and underscores how important addressing staff turnover intention is and concludes that managing staff turnover intention is crucial for project success with recommended strategies such as improving working conditions, enhancing employee engagement, and investing in training and quality assurance processes.

Key words:IT Project Success Metrics,Staff Turnover Intention, CBE(Commercial Bank of Ethiopia)

Chapter 1: Introduction

Project success is a vital element for many organizations to realize their plans and remain competitive in today's steep market. Successful projects not only achieve strategic objectives but also drive organizational learning and innovation, providing a competitive advantage (Weick & Sutcliffe). Despite the critical importance of projects, they face numerous challenges. Successful projects lead to strategic hits and advancements, while failed ones result in wasted inputs, resources, and poor outcomes. Common challenges that can disrupt project progress include unclear goals, scope creep, communication gaps, unrealistic deadlines, and staff turnover (Baccarin, Morris & Hough, Lipnack & Stamps, and Anbari).

Staff turnover, defined as the percentage of employees leaving an organization during a certain period, is a significant yet often-overlooked challenge that can disrupt a project's lifecycle. When an employee departs, they not only take valuable project knowledge with them but also disrupt team dynamics and progress. This loss of expertise uniquely disrupts project continuity in ways that other challenges cannot match (Weick & Hackman).

Turnover intention, the desire or intent to leave a workplace or organization, often precedes actual turnover and is a key subject of this research. When employees have a desire to quit, it becomes difficult for a company to retain its staff, thereby hindering its success. This intent to leave may be driven by various factors. Studies by Li, Sun, and Li (2021), and Liu, Xie, and Zhang (2022) have identified contributing factors such as job dissatisfaction, lack of career development opportunities, and organizational injustice. Additionally, research by Wang and Ma (2022) has emphasized the importance of addressing turnover intention early to prevent costly turnover and maintain organizational stability. Understanding the underlying causes of turnover intention and implementing effective mitigation strategies are crucial for organizations striving to retain talent and achieve long-term success.

While some recent research suggests that turnover can bring a fresh perspective, the overall impact is more often negative. For instance, findings by Parker and Skitmore (2005) indicate that 54% of respondents disagreed with the notion that turnover improves project performance.

Understanding the intentions behind employee turnover and its consequences is essential for success in a project-centered company like the Commercial Bank of Ethiopia (CBE). Therefore, this study aims to address the impact of employee turnover intention on the high-expertise-demanding complex deployment project of an XM9 Exadata machine at CBE.

1.1 Background of the Study

Employee turnover intention has been widely recognized as a critical issue affecting organizational performance, particularly in project-based environments. This study investigates the impact of turnover intention on key project success metrics: time, cost, and quality, using the XM9 Exadata Machine Deployment Project at Commercial Bank of Ethiopia as a case study. By exploring this relationship, the research aims to provide insights into how turnover intention influences project outcomes and to identify strategies for mitigating its effects. Understanding this relationship is crucial for project managers and organizations to implement strategies that mitigate turnover intentions' effects and improve project outcomes.

Exadata machine implementation involves a meticulous process of installing the hardware, configuring storage and networking, and deploying the software necessary to run the machine. This includes tasks like physically installing the Exadata racks and servers, setting up storage pools and network connections, and finally, loading and configuring Oracle database software to leverage the Exadata's specialized features for optimal performance.

Project success relies heavily on delivering within budget, on time, and meeting quality standards. However, high staff turnover intentions disrupt project continuity and knowledge transfer, potentially jeopardizing these critical success factors.

Empirical studies have addressed the relation between the above two dynamics from the root cause to the impacts of employee turnover intention on various organizational aspects.

For instance, Studies by (Parker & Skitmore, 2005; Nuhn & Heidenreich, n.d: Tett and Meyer (1993), delve into the causes and consequences of project management team turnover intention while others examine the broader influence of turnover intention on organizational performance (Jepsen et al., 2024; Ford & Desper, n.d.). Additionally, insights from Holtom et al. (2006) and Lee et al. (1996) shed light on employee turnover intentions and their contributing factors. Delving deep, studies by Tett and Meyer (1993) identified job satisfaction and organizational commitment as primary factors influencing turnover intention. Their findings underscore the interconnected nature of these factors and their implications for organizational management and project success. Other studies consistently demonstrate that higher turnover intention among staff correlates with decreased project performance across various industries. Parker and Skitmore (2005) highlighted the disruptive effects of turnover intention on team dynamics, communication, morale, and project continuity. They emphasized the need for effective retention strategies to mitigate these challenges and maintain project performance.

Nuhn and Heidenreich's study on turnover intentions in temporary organizations further reinforced the negative impact on individual, team, and organizational performance. Their findings underscored the importance of managing turnover intentions to sustain project efficiency and effectiveness.

Shah, Jepsen, and Bankins (2024) contributed insights into the relationship between individual multitasking preferences, turnover intention, and project performance. Their research highlighted the role of workload alignment in reducing turnover intention and enhancing project outcomes.

Even though existing research also acknowledges the link between turnover intention and project outcomes. The researches often focuses more on general project performance or the causes of turnover intention in project management roles.

In addition, despite the existing body of literature, this research stands out from previous studies due to its specific focus on the Exadata Database Machine Deployment Project, a highly specialized and complex IT initiative. Unlike general studies on staff turnover and organizational performance, this research zeroes in on the intricate relationship between staff turnover intention and the critical success metrics of time, cost, and quality in a technical project setting.

The Exadata Database Machine Deployment involves advanced hardware and software integration, requiring specialized knowledge and skills, making this study particularly insightful for understanding the impacts in such a specialized environment. By providing empirical data that links staff turnover intention with deviations in project success metrics, the research offers insight to the relation, thereby contributing to a more understanding of these dynamics. Additionally, the study not only identifies the effects of turnover intention but also seeks to offer practical strategies for mitigating these impacts, to improve the project outcomes. The focus on a specific case study allows for an in-depth exploration to the Exadata deployment, such as the, the interdependence of team roles, and the criticality of maintaining continuity and expertise. This sets this research apart from previous studies.

This study aims to bridge this gap by examining a specific IT project - the XM9 Exadata Machine Deployment Project at the Commercial Bank of Ethiopia. By delving deeper into this case study, the research can explore the unique mechanisms through which turnover intention disrupts these three critical project success metrics. Furthermore, previous research might not fully capture the unique challenges faced by organizations like CBE in developing economies. Hence this study by employing a quantitative approach, seeks to offer a more comprehensive understanding of the relationship between staff turnover intention and project success metrics and further aims to contribute by investigating the phenomenon within the specific context of a large Ethiopian bank's Exa-data Machine Deployment Project.

1.2 Statement of the Problem

While actual staff turnover disrupts projects and creates significant costs, the intention to leave can be just as detrimental. Research by Wang & Zhu (2017) explores this concept. Their study found that when employees consider leaving, team innovation suffers. This is because team members become less engaged and collaborative, hindering the project's ability to adapt and find creative solutions. This aligns with findings by Bal et al. (2013) who suggest employees contemplating leaving become less invested in the project's success, leading to decreased motivation and effort. This can ultimately result in delays, higher costs, and a decline in overall project quality, mirroring the consequences of actual turnover.

While actual turnover disrupts workflows, the mere intention to leave can be just as detrimental. It creates a bottleneck that stifles productivity and breeds a negative work environment.

Employees contemplating a move often experience a decline in morale and engagement. Their focus shifts towards the future, away from the tasks at hand. This disengagement and reluctance has been seen within the working environment especially in IT departments within CBE. It also creates a ripple effect, impacting team dynamics and overall IT projects momentum. Collaboration suffers as knowledge transfer stalls and critical project insights remain unused.

Staff turnover intention within IT threatens the Exa-data Machine Deployment Project. The project's complexity and reliance on a highly skilled team make knowledge gaps from departing employees a significant concern. Expertise is crucial for successful Exadata implementation, and potential turnover disrupts collaboration, communication, and knowledge transfer, jeopardizing project success. This is not just a hypothetical scenario

Empirical research has demonstrated that staff turnover intention is closely related to workplace reluctance and disengagement. When employees intend to leave an organization, it often correlates with lower levels of engagement and higher levels of reluctance to invest in their work. This disengagement can stem from various factors such as psychological contract violations and abusive supervision.

For instance, a study by Azeem et al. (2020) found that psychological contract violations when employees feel that the organization has failed to fulfill its promises, it can lead to job dissatisfaction and work disengagement. These feelings of betrayal and dissatisfaction subsequently increase the employees' intentions to leave the organization.

Another research by Wang & Zhu (2017) explores the indirect impact of turnover intention on project performance suggesting that when employees intend to leave, team innovation suffers. This is because team members become less engaged and collaborative, ultimately hindering the project's ability to adapt and find creative solutions, which can negatively impact project success.

Furthermore, study by Bal et al. (2013) examines the broader consequences of employee turnover intention on project performance. Their research suggests that employees who are considering leaving are less invested in the project's success. This can lead to decreased motivation, effort, and commitment, potentially leading to delays, higher costs, and a decline in overall project quality.

When it comes close to researches done close to CBE, they don't accentuate intention rather focus on the factors causing it. For instance, researches by birkinsh Gemechu (2017) and research by Abu Taddele Jiru, Worku Mekonnen Tadesse (2019) can be mentioned.

Therefore, this research gives shows addressing staff turnover intention becomes just as crucial as managing actual turnover. By understanding the effect of turnover intention on the Exa-data Machine Deployment Project, the research can identify the relationship between the two and investigate the effect turnover intention is bringing on the success of the Exadata Machine Deployment Project.

1.3 Research Question

- ✓ What is the effect of staff turnover intention on project success metrics, time, cost and quality within the case study of Exadata database deployment project at CBE?

1.4 Objective of the study

1.4.1 General Objective:

- ✓ The general objective of this study is to investigate the effect of staff turnover intention on the project's performance.

1.4.2 Specific Objectives:

- ✓ To assess the effects of staff turnover intentions on the project's timeline.
- ✓ To evaluate how staff turnover intention affects the project's budget.
- ✓ To determine how staff turnover intention affects the quality of the project.

- ✓ To identify the level of staff turnover intention exhibited within the project team.

1.5 Significance of the Study

Project success is crucial for CBE, especially when it comes to a complex IT projects like the Exadata machine. The findings will benefit the involved management for the progress of the deployment and also for future references. In addition, specific ways can be identified of how staff turnover intention affects the Exadata project's success metrics in terms of time, cost, quality and develop practices for mitigating its' impacts by providing valuable insights for project management practitioners, enhancing the project's outcome on the way.

1.6 Scope

The scope of this study is limited to investigating the impact of team member turnover intention on the success of the project of Exadata database machine deployment at CBE.

The type of research to be conducted includes quantitative type. The subject of this research is the project team of 67 members formed under CBE for the deployment process. The team is constructed from the business department, the Infrastructure department, the project management office, and outside vendors. The deployment process is quite sensitive and includes the joined efforts of the project manager, team members and all other stakeholders. All the project team is considered for the assessment and for the method of dividing the proportion, it will be divisional as per the structure of the Bank.

1.7 Limitation of the Study

While this research's intent is to provide valuable insight into staff turnover intention impact, limitations are expected to the case study approach. The findings may or may not be generalizable to all projects. Due to the bank's policy, access to detailed data on staff turnover reasons and project's intricate detail might be limited, potentially affecting the depth of the analysis. Despite these limitations, the case study is expected to provide a valuable platform for exploration on the subject matter.

1.8. Research Gap

The research gap in this study adds in more understanding of how staff turnover intention specifically affects the success metrics of time, cost, and quality in highly specialized technical project like the Exadata Database Machine Deployment. The few existing literatures on the impact of employee turnover intention in the context of CBE, focus on factors causing it or Human resource strategies to overcome it. No study has delved into the effects of turnover intention within a scope of a complex IT deployment project at CBE. Particularly, there is a lack of empirical data and analysis on how the propensity of staff intention to leave their jobs influences project timelines, budget adherence, and quality outcomes in the context of deploying advanced database technology. This gap indicates a need for focused research to bridge the understanding of turnover intention's implications on the critical success factors of the project, thereby offering actionable insights for project managers and the organization to improve retention strategies and ensure successful project completion.

1.9 Definition of Key Terms

- ✓ **Project:** A project is a series of discrete, interdependent tasks whose successful completion yields the anticipated business benefit that justifies undertaking the project (Robert, 2014).
- ✓ **Project success:** It is when a project is finished on time, within budget, and to the proper performance or specification level. Additionally, it entails obtaining the user or customer's approval with minimal or mutually agreed-upon scope changes and without disrupting the organization's main workflow (Kerzner, 2009).
- ✓ **Project Success metrics:** are quantifiable criteria used to evaluate the achievement of project objectives in terms of time, cost and quality. These metrics help assess the overall performance and effectiveness of a project. (Shenhar & Dvir,2007)
- ✓ **Staff Turnover Intention:** refers to an employee's inclination or desire to leave their current job within a specific time frame.it is a precursor to actual turnover behavior and can impact organizational performance(Mobley,1977)
- ✓ **Time:** Time in the context of project management refers to the duration required to complete project activities and deliverables within the specified schedule constraints.it is a

critical factor in determining project success and meeting stakeholder expectations. (Kerzner,2017)

- ✓ **Cost:** represents the financial resources allocated or expended during the execution of a project. It includes expenses related to resources, materials, labor and overheads required to deliver project outputs within the approved budget (AACE International,2015)
- ✓ **Quality:** refers to the degree to which project deliverables meet specified requirements and satisfy stakeholder expectations. It encompasses factors such as reliability, durability and conformance to standards or specifications.) PMI,2017

1.10 Organization of the Study

The study under consideration will have five chapters. The first chapter deals with the introduction part. Review of the related literature will be articulated in the second chapter while the third chapter will present the research design and methodology. Data analysis and interpretation will be discussed in chapter four and chapter five will summarize the findings of the study will draw the conclusion based on the finding of the study and forward recommendations.

Chapter 2: Literature Review

2.1 Concept of Employee Turnover

Employee turnover is defined as the number of employees who quit the organization and/or are asked to leave to be replaced by new employees. It doesn't matter whether they were asked to leave or left on their own; their absence takes a toll on the overall productivity of an organization. It is considered to be one of the persisting problems in organizations (Arm-strong, 2009; Reiß, 2008). Specifically, when it involves skilled staff members who have dedicated numerous years to the company, excel in their roles, possess significant experience, and demonstrate loyalty (Branham, 2005; Katcher & Snyder, 2007; Somaya & Williamson, 2008). In this aspect it also means that another organization may gain a new well-seasoned employee enhancing its competitive advantages. The loss of knowledge thus is a threat for the former organization, increasing the significance of knowledge continuity and frequently having to replace employees who have left the company can become a big problem.

Employee turnover is an important thing for all companies to keep track of (Gates, 2004; Allen et al., 2010). It can help understand what's going on with the staff. Generally, retrospectively, by examining why staff that have left (Veleso et al., 2014). However, turnover often doesn't get much attention because people assume it's just a normal thing (Lawrence et al., 2013). But actually, it's pretty simple to calculate and there are many studies comparing turnover rates, so it could show where a company can save money or become more efficient. Studies have found that when turnover is high, it can hurt how well a company does (Glebbeeck and Bax, 2004), especially if it's among key employees (Siebert and Zubanov, 2009). Companies might look at turnover when they're trying to reduce staff without firing anyone (Hancock et al., 2013; Sutherland, 1998).

From rates perspective, a high staff turnover can impact productivity and morale but can also lead to issues with company growth and success. When staffs frequently leave businesses, it is assumed that the organization isn't a good place to work. When employees leave and talk negatively about the company, it might make it hard to hire good people later on. But if nobody ever leaves, it could stop new ideas from coming in. Hiring new people brings in new thoughts and skills, which can help the company grow. Despite these rates a gap created due to loss of top managements to a team member leaves a dent in team cohesiveness.

2.2 Types of staff Turnover

Employee turnover can take various forms depending on the circumstances that lead to an employee's departure. Understanding the various types of employee turnover is essential in order to identify and address potential issues.

- ✓ **Voluntary turnover:** this turnover happens when an employee decides to voluntarily leave the organization on their own will. It is the employee's decision to leave from the organization without external pressures.
- ✓ **Involuntary turnover:** this turnover happens when an employee is let go or asked to leave due to various factors which cannot always be addressed.
- ✓ **Desirable turnover:** this turnover is seen as advantageous when an organization dismisses or sees the departure of underperforming employees, subsequently replacing them with new hires. Although this procedure may not be well-received by many employees, it remains crucial for sustaining momentum within the organization.
- ✓ **Undesirable turnover:** this happens when top-performing employees are lost. Some employees leave a deeper impact than others and those are the employees that are hard to replace. Overall, turnover is an important and vital concept in organizations. It has been a significant subject of discussion in managing a company and its human workforce. Employee turnover serves as an indicator of an organization's employee satisfaction, morale, and motivation (Sears, 2002, p. 164). Hence, to retain the best employees in the company, a focus on factors causing it and building retention systems is crucial for companies. One of the causes of turnover is the intentions of it behind, which bring the main focus of the research, turnover intention.

2.3 Turnover Intention

The word turnover intention is composed of two separate words, "turnover" and "intention". The word "intention" according to Collins English Dictionary & Thesaurus (2021, p. 2787) is defined as something that is intended, whether it's a plan, idea, or purpose.

Turnover intention is described as an employee's willingness or intention to voluntarily quit their job or leave a company. It tells us how many employees intended to leave.

Turnover intention is also a measurement of whether the organization's employees plan to leave their positions or whether the organization has plans to remove them.

The intention to leave a certain company has been studied numerous times, with theories of turnover and what motivates the employee to leave a company, it remains an unavoidable phenomenon for companies to experience. The foundation of what creates a demand to separate has not fully answered the more complicated and intriguing issue that employees face in the organization.

2.4 Types of Turnover Intention

Turnover intention, like turnover itself, can be either voluntary or involuntary.

- ✓ Voluntary turnover: takes place when employees do decide to leave on their own when they get an opportunity better than their present jobs in terms of better pay, location or recognition, etc.
- ✓ Involuntary turnover: takes place when an organization plans to remove an employee's poor job performance or it is to eliminate positions due to economic pressures. Losses related to turnover intention may be lowered by organizations by offering the right compensation based on tenure and performance, valuing and providing a voice to the employees

2.5 Intentions for Employee Turnover

Quoting Francois de La Rochefoucauld, "The only thing constant in life is change." But continual changes can be detrimental to any business. Employee turnover intention, as a form of change, directly impacts an organization's financial performance.

The measurement of staff turnover intention is crucial for workforce planning techniques, offering insights into potential workforce movements and underlying organizational issues. Understanding turnover intention is particularly vital due to the significant cost implications associated with the Potential loss of talented staff. This comprehension aids in formulating effective responses to enhance staff retention (Sarwar, Khalid, & Nisar, 2019; Hassan & Kaliannan, 2020).

2.2.1 Career opportunities/ Growth Opportunities Missing

Employees often leave organizations due to limited career advancement prospects and inadequate skill development opportunities, influenced by personal career goals, recognition, work-life balance, and organizational culture. To mitigate turnover, organizations must provide clear paths for advancement, invest in employee development, offer competitive rewards and cultivate a positive work environment aligned with employees' values. Without a clear growth path, employees may feel undervalued, leading to decreased morale and a higher risk of departure

Businesses commonly use various forms of rewards such as pay, promotions, and bonuses to motivate employees to perform well. A lack of promotion opportunities and repetitive tasks often lead employees to consider leaving a company. By implementing job enrichment programs, many employers have successfully retained workers and offered better career advancement prospects. Additionally, changing the criteria for promotions and rewards has positively impacted employees' intention to stay with the organization. Ineffective performance appraisal and planning systems have contributed to employees' perception of unfairness and increased likelihood of considering leaving the organization (Dessler, 2011).

Interesting work assignments, such as on-the-job training or special projects, can lead to professional growth and career advancement. Properly designed developmental assignments provide employees with new challenges and opportunities to learn new skills, contributing to their growth and development. Guidance and mentoring from leadership play a crucial role in employees' success and retention within the organization (Dessler, 2005).

2.2.2 Reward

Reward is provided for in exchange for the employee's contributions to the organization. An effective repayment program can help shape performance and improve job satisfaction. (Armstrong, 2009). Employee compensation has long been a topic of interest to employers and employees alike. The concept of an employment relationship implies that employee work in exchange for some reward and this reward usually Monterey remuneration. Pay satisfaction and attitude towards benefits have emerged as a popular variable for use in organizational research. (Carragher, Klein and Francis, 2004, Gerhart and Rynes, 2003; Scarpello and Carragher, 2008).

Payment has a vital role in holding and gratifying prime quality workers

As suggested by (Carragher, Klein and Francis, 2004, Gerhart and Rynes, 2003; Scarpello and Carragher, 2008) interesting work assignments can lead to professional growth and career advancement. A developmental assignment should be suited to the abilities of the employee. When properly designed, developmental assignments can train employees for more responsibilities.

Such assignments provide an environment of growth and development by requiring the employee to use new skills that were not required in the regular job situation. New projects and assignment enable learning and provide a way through which employees can increase skills on the job by doing new tasks. Employees who experience professional growth are more inclined to remain with the organization.

2.2.3 Work Place Load

Employees often leave organizations due to heavy workloads and can result in burnout, stress, and dissatisfaction. When employees feel overwhelmed by their work, it can disrupt their work-life balance, leading to fatigue and decreased productivity. Additionally, an excessive workload can undermine morale and motivation since employees may feel undervalued when they are unable to meet expectations. Over time, this can contribute to increased absenteeism, turnover, and negative impacts on organizational performance. To address this issue, organizations should assess workload distribution, provide sufficient resources and support and cultivate a culture that prioritizes employee well-being and effective workload management.

Workload also encompasses physical, mental and time usage aspects. Physical workload considers tasks based on human physical criteria, while mental workload takes into account psychological factors. And time use pertains to the allocation of time assigned for the work-related activities. Rahmawanti, emphasizes the importance of creating a conducive work environment, both physically and psychologically, to achieve organizational goals. This underscores the significance of managing workload effectively within companies to support employee well-being and enhance overall productivity.(Mochamad Soelton, Gabriela Shamita).

2.2.4 Organizational Culture

Employees often leave organizations due to mismatched organizational cultures. A toxic work environment characterized by distrust, poor communication, or micromanagement can lead to dissatisfaction and disengagement. Additionally, employees may depart if the organization's values and behaviors clash with their own, or if they feel unsupported in a culture that lacks inclusivity or psychological safety. To mitigate turnover related to organizational culture, organizations must prioritize fostering a positive, inclusive and supportive environment where employees feel valued and respected.

2.2.5 Poor Management of Employees

Employees often quit their jobs because they're not getting along with others. It's not always the reason, but it's often the case when we look into it. When work relationships are good, employees are more excited to do well and stay engaged at work. If managers handle employees better, fewer employees will leave. Organizations want loyal employees, so they need to have good rules and practices that work for both the company and the employee.

2.2.6 Unhealthy Work-life Balance

It's important for employees to have a good balance between work and personal life, whether it's for studying more, enjoying hobbies, or other things. Managers play a big part in this and should help employees find the right balance. When employees feel supported, they'll be happier and more likely to stick around.

2.3 Project Success

2.3.1 Project Success: A Cornerstone for Growth

In today's competitive landscape, project success is no longer a luxury - it's essential for organizational survival and growth. This is especially true for institutions undergoing major transformations, like the Commercial Bank of Ethiopia (CBE). For CBE, successful IT projects like the Exadata machine deployment translates directly to maintaining a technological edge and fostering innovation. But what exactly defines a successful project, It goes beyond simply completing tasks on time and within budget. A successful project delivers tangible benefits that align with the organization's strategic goals. This could involve improved efficiency, increased productivity, or the creation of new products or services. (Rodolfo_Siles, PMP).

To achieve this level of success, projects typically follow well-defined phases. The initial planning phase lays the groundwork, establishing clear goals, defining the project scope and identifying necessary resources. The execution phase involves putting the plan into action, while the monitoring and control phase ensures the project stays on track.

Finally, the closing phase formally concludes the project, evaluates its success against the goals and documents lessons learned for future references. Throughout these phases, various roles play a critical part. Project managers provide leadership and keep the project on schedule and within budget. While Team members with diverse skills and expertise contribute their knowledge and effort to complete project tasks. Communication is also crucial, ensuring stakeholders are informed and expectations are managed. By following a structured approach and leveraging the strengths of different roles, organizations can significantly increase their chances of project success.

2.3.2 Project Success Metrics Findings

Project management research is still in its infancy (Cooke-Davies, 2002). Successful project management depends on identifying key determinants of project success. Early research has highlighted the paramount importance of effective people management in driving project success, often surpassing the significance of technical considerations (Larson & Gobeli, 1989; Pinto & Levin, 1988). Despite this recognition, there remains a paucity of literature delving into the nuances

of what is termed "soft" project management, which encompasses the interpersonal and team dynamics aspects of project execution (Kloppenborg & Opfer, 2002).

Both scholarly discourse (Pinto, 2002) and industry bodies like the Project Management Institute (2002) advocate for a more comprehensive exploration of the intricate relationship between team factors and project outcomes. Furthermore, companies are increasingly cognizant of the necessity to identify and nurture project team success factors as a means of attaining and sustaining world-class competitiveness.

In recent academic discourse, considerable attention has been devoted to redefining the notion of project success (Dvir, Lipovetsky, Shenhar, & Tishler, 1998). While traditional assessments of success were centered on meeting predetermined benchmarks of cost, time, and performance (Kloppenborg & Opfer, 2002), contemporary perspectives acknowledge the limitations of this approach. Indeed, focusing solely on these "hard" outcomes neglects the broader spectrum of "soft" outcomes, such as client satisfaction and employee well-being (Hackman, 1987).

Moreover, scholars have highlighted additional dimensions of project success, including long-term business viability and organizational learning (Shenhar, Levy, & Dvir, 1997). Thus, the evolving discourse on project success underscores the imperative of adopting a more holistic perspective that encompasses both tangible and intangible facets of project outcomes.

2.3.3 Project Success Metrics

- ✓ Completion within Budget: This metric assesses whether the project was executed within the allocated budget. It compares the actual project costs against the budgeted expenses.
- ✓ Completion on Time: This metric evaluates whether the project was completed according to the planned schedule. It compares the actual project duration with the initially estimated timeline.
- ✓ Scope Adherence: These metric measures the extent to which the project delivers all the planned features and deliverables outlined in the project scope without significant scope creep.

- ✓ **Quality of Deliverables:** This metric assesses the quality of the project's outputs and deliverables. It evaluates whether the deliverables meet predefined quality standards and stakeholder expectations.
- ✓ **Customer Satisfaction:** This metric shows the satisfaction levels of project stakeholders, including customers, end-users, and sponsors. It can be measured through surveys, feedback mechanisms, or other means of gathering stakeholder opinions.
- ✓ **Return on Investment (ROI):** This metric evaluates the financial performance of the project by comparing the benefits gained from the project against the costs incurred to execute it.
- ✓ **Stakeholder Engagement:** This metric measures the level of involvement, collaboration, and communication with key stakeholders throughout the project lifecycle.
- ✓ **Risk Management Effectiveness:** This metric assesses the project's ability to identify, assess, and mitigate risks and uncertainties effectively throughout the project.
- ✓ **Adaptability to Change:** This metric evaluates the project's ability to respond to changes in requirements, priorities, or external factors while maintaining project objectives.
- ✓ **Lessons Learned and Knowledge Transfer:** This metric assesses whether the project captures insights, best practices, and areas for improvement for organizational learning and continuous improvement.

2.4 Effects of Staff Turnover Intention on Project Success

2.4.1 Knowledge Loss

Knowledge loss due to turnover can significantly impact project success by depriving the team of essential information, insights, and skills necessary for completing tasks effectively. New team members may require time to acquire the knowledge and experience of their predecessors, leading to delays, errors, and reduced quality in project deliverables.

According to a study by Hom, Caranikas-Walker, Prussia, and Griffeth (1992), turnover can lead to knowledge loss, particularly when experienced employees depart, resulting in disruptions to workflow and decreased productivity.

2.4.2 Disruption in Workflow

Hom and Konicki (2001) research highlights the disruptive effects of turnover on workflow, emphasizing the challenges posed by frequent changes in team composition and dynamics.

Turnover intention can disrupt the smooth flow of work within the project team, leading to interruptions, miscommunications, and inefficiencies. Changes in team composition may require reassignment of tasks, reorientation of responsibilities, and adaptation to new working dynamics, all of which can impede progress and hinder project success.

2.4.3. Decreased Team

Turnover intention can create a sense of instability and insecurity within the project team, leading to feelings of demotivation, disengagement, and decreased morale among team members. The departure of valued colleagues can also diminish team cohesion and camaraderie, further exacerbating morale issues.

A study by Griffeth, Hom, and Gartner (2000) highlights the adverse effects of turnover on team morale, emphasizing the Importance of addressing turnover intention to maintain a positive and productive work environment.

2.4.4 Increased Recruitment and Training Costs

Turnover intention necessitates the recruitment and onboarding of new employees, which entails costs associated with advertising vacancies, conducting interviews, and providing training. These costs can accumulate over time, particularly in cases of high turnover rates, leading to budget overruns and delays in project timelines. According to research by Mobley (1982), turnover can result in substantial financial costs for organizations, including recruitment, selection, and training expenses, which can have implications for project budgets and resource allocation.

2.4.5 Impact on Stakeholder Satisfaction

Turnover intention can undermine stakeholders' trust and satisfaction by disrupting project continuity, increasing the risk of errors and delays, and compromising the quality of deliverables. Stakeholders rely on the project team to deliver results consistently and efficiently, and turnover-related challenges can diminish their confidence in the project's success.

Research by Griffeth, Hom, and Gaertner (2000) underscores the impact of turnover on stakeholder satisfaction, emphasizing the importance of maintaining a stable and competent project team to meet stakeholders' expectations and requirements.

2.4.6. Quality of Deliverables

Turnover intention can compromise the quality of project deliverables. New team members may require time to acclimate to their roles and responsibilities, resulting in errors, rework, and delays in project milestones. Additionally, the loss of experienced team members may diminish the overall quality of work produced. Research by Hom and Kinicki (2001) suggests that turnover can result in decreased productivity and quality of work, particularly when experienced employees leave the project team, leading to disruptions and errors in project deliverables.

Turnover within the project team can disrupt the continuity of work and may lead to inconsistencies in the quality of deliverables. New team members may lack the expertise or familiarity with project requirements, leading to mistakes, inefficiencies, and potential rework. The departure of experienced employees can also deprive the team of valuable insights and best practices, further impacting the quality of project outcomes.

2.4.7. Risk of Project Failure

Griffeth, Hom, and Gaertner (2000) suggests, turnover can undermine project success by creating disruptions in team dynamics, knowledge transfer, and workflow efficiency, ultimately increasing the risk of project failure. Persistent turnover intention among key project personnel can pose a significant risk to project success.

Continual disruptions to team dynamics, knowledge continuity, and workflow efficiency may increase the likelihood of project delays, budget overruns, and failure to achieve project goals. Turnover intention introduces uncertainty and instability into the project environment, increasing the risk of project failure. Continual disruptions to team composition and productivity can hinder progress, compromise project timelines, and escalate costs. Moreover, turnover-related challenges may impede effective decision-making, communication, and problem solving, further exacerbating project risks.

2.4.8 Loss of Organizational Knowledge

Turnover intention can result in the departure of employees who hold unique insights, skills, and experiences that are integral to the organization's operations and projects. The loss of such knowledge assets can hinder innovation, impede organizational learning, and diminish the organization's ability to adapt to changing circumstances and challenges.

Research by Allen, Bryant, and Vardaman (2010) highlights the importance of retaining organizational knowledge to maintain competitive advantage and achieve long-term success. Turnover-related losses in knowledge capital can have far-reaching implications for organizational performance and viability.

2.5 Review of Empirical Studies on Staff Turnover Intention and Project Success

Studies show, that higher levels of turnover intention among staff are associated with decreased project performance. Starting with the root cause turnover intention, findings of Tett and Meyer (1993) provided further insights into the complex interplay between job satisfaction, organizational commitment, and turnover intention. Through empirical research, Tett and Meyer demonstrated that job satisfaction, which encompasses various facets such as remuneration, the work environment, and interpersonal dynamics, plays a pivotal role in shaping employees' intentions to leave their current positions. Similarly, organizational commitment, reflecting employees' allegiance and dedication to the organization, emerged as a significant determinant of turnover intentions. Their study underscored the interconnected nature of these factors and their implications for organizational management, particularly concerning project success. By furnishing empirical evidence of these associations, Tett and Meyer provided invaluable insights into the factors influencing employees' decisions regarding their employment status, thereby informing strategic interventions aimed at reducing turnover intention and fostering a positive work environment conducive to project success.

In their research, Parker and Skitmore (2005) underscored the detrimental effects of high staff turnover intent on project success within the management domain. They emphasized that frequent turnover disrupts team dynamics, leading to communication breakdowns and diminished morale among team members. Moreover, the constant need for recruitment and training imposes additional costs and can cause project delays as new staff members acclimate to their roles. This also jeopardizes quality and consistency in project delivery, increasing the risk of errors and rework. Parker and Skitmore advocated for effective retention strategies to mitigate these challenges, including competitive compensation, opportunities for career advancement, and fostering a positive work environment. They highlighted the critical role of continuity in personnel for successful project outcomes in the construction industry.

On another front, the study by Helge F.R. Nuhn and Sven Heidenreich on Performance Outcomes of Turnover Intentions explores the impact of turnover intentions within temporary organizations,

such as project teams. The research, utilizing data from team members and their supervisors, reveals that turnover intentions negatively affect performance at individual, team, and organizational levels. At the individual level, turnover intentions lead to decreased job performance and engagement. At the team level, these intentions disrupt team cohesion and collaboration, leading to lower overall team performance. Organizationally, high turnover intentions contribute to increased costs and reduced project success rates due to the instability and loss of experienced personnel. This study underscores the critical need for effective management strategies to mitigate turnover intentions and maintain high performance in temporary organizational settings.

Another work by Shah, Jepsen, and Bankins (2024) found that when an individual's multitasking preferences do not align with that of the organizations, it leads to higher turnover intentions among project employees. These intentions are significantly influenced by increased feelings of exhaustion and work overload. This misalignment and the resulting turnover intentions negatively impact project costs, as resources are spent on replacing and training new employees. It also causes delays in project timelines and deteriorates the quality of project outcomes due to disruptions and loss of experienced team members

Synthesizing the insights from these empirical studies, several key conclusions can be drawn. First and foremost, there is a strong and consistent body of evidence supporting the negative impact of staff turnover intention on overall project performance. This relationship is observed across various industries and project settings, suggesting the pervasive nature of this challenge. The reviewed studies also shed light on the underlying mechanisms and contextual factors that can influence the relationship between staff turnover intention and project performance.

Factors such as knowledge sharing, team cohesion, and project management maturity have been identified as crucial mediating and moderating variables, underscoring the importance of implementing strategic interventions to address these elements.

Furthermore, the study by Dr. Steve Ford and Dr. Deane Desper, on reducing Turnover Intention for Top-Tier Project Team Members, examines the impact of motivational strategies on reducing

turnover intentions among high-performing project team members. The research found that effective project management strategies, such as clear goal setting, fair compensation, recognition of accomplishments, meaningful work, and individualized development plans, significantly reduce turnover intentions in turn improving the project's team efficiency and performance.

Importantly, the study highlights that reduced turnover intentions positively affect project outcomes, including time performance. High turnover intentions lead to delays as remaining team members may become disengaged and less productive, causing project timelines to extend. Conversely, when turnover intentions are minimized through motivational strategies, team members are more engaged and efficient, leading to better adherence to project schedules and improved overall project performance.

Moreover, turnover intention was found to undermine team cohesion, communication, and collaboration, impairing the effectiveness of project teams. The research shows that turnover intention doesn't just affect the project, it also makes stakeholders lose trust in the organization's ability to handle projects well. Soltani et al. emphasized the need to deal with turnover intention early to keep the project successful.

In addressing turnover intention and enhancing project success, insights from Holtom, Mitchell, and Lee (2006) and Lee, Mitchell, Wise, and Fireman (1996) offer pragmatic solutions grounded in organizational and social dynamics. Job Embeddedness Theory, as explored by Holtom et al., emphasizes the cultivation of employee belongingness and commitment to reduce turnover rates and improve project outcomes. Building upon this, Lee et al.'s investigation into social capital underscores the significance of fostering robust interpersonal relationships and group dynamics to mitigate intention and turnover rates. Integrating insights from both studies enables organizations to develop multifaceted strategies aimed at reducing turnover intention and fostering project success. By addressing organizational and social factors such as job embeddedness and social capital, organizations can cultivate a supportive work environment conducive to employee retention and project success.

In conclusion, the empirical evidence presented in these studies collectively underscores the critical importance of managing staff turnover intention to ensure successful project outcomes.

Organizations must prioritize the development of comprehensive strategies that foster employee engagement, knowledge retention, and a supportive Project management environment to mitigate the detrimental effects of staff turnover intention on project cost, time, and quality performance.

Some literature highlights the role of leadership quality, organizational culture, and job design in mitigating the negative impact of turnover intention on project outcomes. These findings as a whole underscore the importance of proactive human resource management strategies aimed at enhancing employee engagement, promoting job satisfaction, and fostering a supportive work environment to reduce turnover intention and improve project success.

2.6 Conceptual Framework of the Study

The theoretical framework as presented on figure below has been formulated to show the relationship between staff turnover intentions and project success metrics. Therefore, a simple

design is used to investigate the relationship between *staff turnover intention* and the *three project success metrics* (**time, cost and quality**) in order to test the following hypotheses:

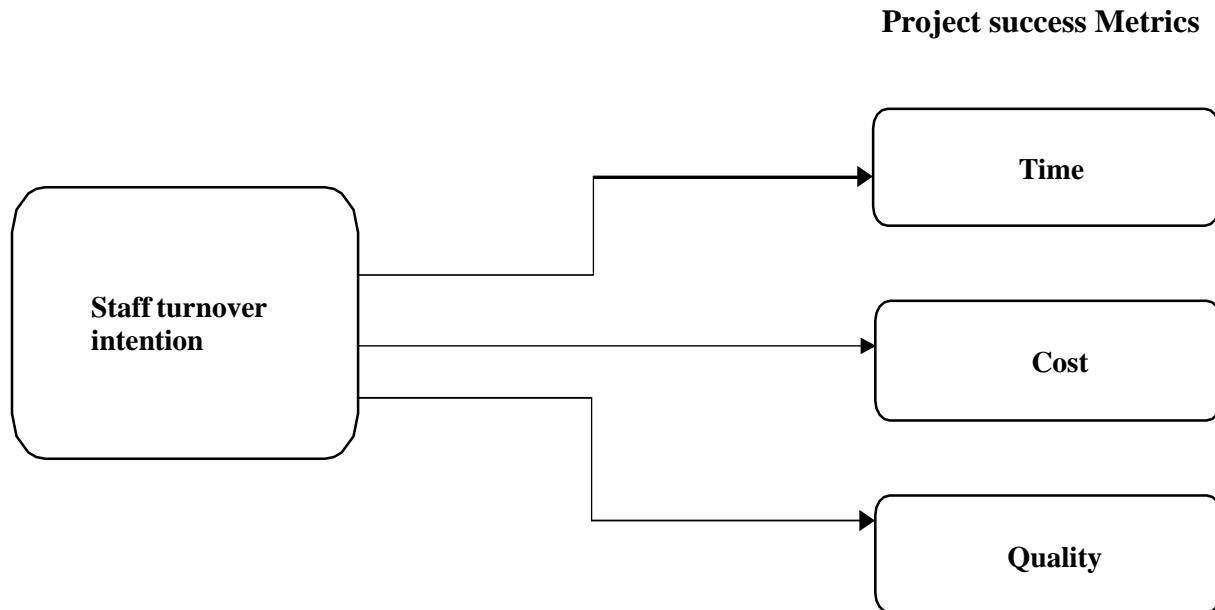


Figure 1 Conceptual model of the study

Own Developed

2.7 Research Hypothesis

H1: The effect of staff turnover intention on the project's time is statistically significant and positive.

H2: The effect of staff turnover intention on the project's cost is statistically significant and positive.

H3: The effect of staff turnover intention on the project's quality is statistically significant and negative.

Chapter 3: Research Methodologies

The main objective of this research is to assess the impact of staff turnover intentions on the success of an Exadata database machine deployment project at CBE. In the previous chapter, a conceptual framework for the effect of staff turnover intention on project success is shown. This chapter discusses how the research methodology is employed. It indicates the research design, the population and data analysis techniques.

3.1 Research Design and Approach

A research design serves as the blueprint for conducting the study, guiding the selection of methods, procedures, and analytical techniques, thereby shaping the validity, reliability, and generalizability of study findings (Leedy & Ormrod, 2014). In investigating the relationship between staff turnover intention and project success, the research design is essential for ensuring accurate measurement and analysis of the variables. Therefore, a quantitative approach is chosen for its strength in objective measurement, statistical analysis, and generalizability (Bryman & Bell, 2015).

Using quantitative method such as questionnaire in this case and statistical analysis enables the testing of hypotheses and quantification of relationships between variables, providing empirical evidence to inform evidence-based decision-making. Moreover, an explanatory research approach is used to explore the causal relationship between the variables (Creswell & Creswell, 2017, turnover intention and project success.

Explanatory research excels in uncovering the 'how' and 'why' of relationships between variables, aligning closely with the study's aim to explain the dynamics of the two. By employing quantitative analysis techniques such as regression analysis, this approach allows for testing hypotheses and quantifying the strength and the underlying relationship, providing empirical evidence to support theoretical frameworks in human resource management and project management domains.

To facilitate the data analysis, the quantitative data collected via a close ended Likert questionnaire will be analyzed using the Statistical Package for the Social Sciences 29 (SPSS). A cross-sectional

research timeline is adopted as it is a time bounded project, confining the study to a single time period, simplifying administration while effectively exploring causal relations.

3.2 Description of the Study Variables

On the study of the impact of staff turnover intention on project success metrics (time, cost, and quality), two key variables are to be examined. First, staff turnover intention, which represents employee's intentions to leave their current positions within the organization, is measured using survey instruments assessing employees' intentions to stay or leave their jobs (Griffeth, Hom, & Gaertner, 2000). Secondly, project success metrics encompass three dimensions: time, cost, and quality. Time refers to the duration taken to complete the project, cost shows the financial resources expended in project execution, and quality signifies the degree of excellence or adherence to specifications in project deliverables (Kerzner, 2013). By investigating how variations in turnover intention relate to the metrics of project success, the research aims to uncover the potential impact of turnover intention on the project.

3.3 Description of the Study area and Target Population

Employees of CBE currently enrolled in the project are considered as the total population of the study. Considering the entire population when selecting a target population for turnover intention research is crucial because it ensures a comprehensive understanding of the problem, promotes fairness, enables the development of solutions, thereby fosters long-term sustainability within the organization. By including all team members, identification of common patterns and variations across different groups, ensuring everyone's experiences and perspectives are taken into account. This approach promotes fairness and inclusivity while enabling the identification of multifaceted influences contributing to turnover. Moreover, addressing turnover issues requires sustainable solutions that consider the interconnected dynamics within the organization.

The project team is composed of 67 individuals, all teamed up from departmental divisions of the bank as, Information System Project Management Office, Information System Business Analytics

(quality, marketing, accounting & finance, audit, Human Resource), Information System Infrastructure (database, server, network, security, datacenter) and third parties or vendors.

3.4 Population of the Study

The study is to be conducted on the XM9 Exadata Machine project at CBE. All employees of the bank who participated in the project including the project manager are considered as total population of the study. A total of 67 individuals participated in the project which all are target population of the study.

	Divisions	Total Number	Percentage	Proportion (Sample Size)
1	Information System Project Management Office	7	100	7
2	Information System Business Analytics	14	100	14
3	Information System Infrastructure	36	100	36
4	Vendors	10	100	10
	Total	67	100	67

Table 2 Target Population

3.5 Data Collection and Questionnaire

The research utilizes primary data collected through a questionnaire, chosen for its ability to provide wide coverage to the sample and facilitate the collection of a large amount of data efficiently. According to Hair et al. (2019), questionnaires are effective tools for gathering quantitative data, particularly in studies involving large samples. Close-ended questions will be employed in the questionnaire to ensure consistency and ease of data analysis.

The questionnaire is structured into four sections to gather comprehensive information from respondents.

Part one focuses on demographic features, including gender, age, marital status, educational qualification and years of experience in CBE. Demographic information is crucial for understanding the characteristics of the sample population, as emphasized by Bryman and Bell (2015).

Part Two of the questionnaire comprises five-point Likert scale questions with predetermined responses, assessing staff turnover intentions. Likert scales are widely used for measuring attitudes and perceptions, providing quantitative data for analysis (Gall, Gall, & Borg, 2007).

Part Three also consists of five-point Likert scale questions with predetermined responses, This section assesses the project's performance in relation to time, cost and quality.

The raw data is collected through closed ended questionnaire and analyzed accordingly. Linear Regression analysis model is used for the testing of the hypotheses drawn from the conceptual framework.

3.6 Data Analysis Technique and Software

The collected data from a questionnaire is organized in tables to make it easier to understand. The data is then put through SPSS version 29 and output is collected.

Descriptive statistics like percentages and frequencies, is used to summarize the responses and linear regression analysis is also used to identify the effect of independent variable on the dependent variables, staff turnover intention on project success metrics (time, cost and Quality) respectively.

3.7 Regression Model

According to C.K Kothari, regression analysis model is a statistical method to deal with the formulation of mathematical model depicting relationship amongst variables which can be used for the purpose of prediction of the values of dependent variable, given the values of the independent variable. The regression model is as follows:

$$Y=\beta_0+\beta_1X \text{ where:}$$

- Y represents each of the dependent variables as, time, cost and quality (Yt, Yc and Yq)
- X represents the independent variable, Staff turnover intention
- B0 is the intercept, representing the value of the dependent variable when the independent variable is zero.
- B1 is the coefficient, indicating the change in the dependent variable for a one-unit change in the independent variable.
- ϵ is the error term, capturing the difference between the observed and predicted values of the dependent variable.

3.8 Reliability and Validity Analysis

Reliability refers to the extent to which a scale produces consistent results, if the measurements are repeated a number of times. It is determined by obtaining the proportion of systematic variation in a scale, which can be done by determining the association between the scores obtained from different administrations of the scale.

Cronbach's Alpha is a convenient test used to estimate the reliability and internal consistency of a composite score. It gives a simple way to measure whether or not a score is reliable. According to Lombard (2010), coefficients of .90 or greater are nearly always acceptable, 0.80 or greater is acceptable in most situations, and 0.70 may be appropriate in some exploratory studies for some indices. By tracing this literature, the researcher, guided by her senior advisor, has tested the 20 internal consistency of the items to be presented to respondents. The following table summarizes scale and Cronbach's Alpha values of the variables:

Variables	Cronbach's Alpha	Number of items
Staff turnover Intention	.799	4
Projects' Time	.805	3
Projects' Cost	.819	3

Projects' Quality	.843	3
a. Dependent Variable: Projects' time, Projects' cost, Projects' quality		
b. Independent Variable: Staff Turnover Intention		

Table 3 Cronbach Alpha Values

And so, as depicted in table 3 reliability is the overall consistency of a measure. These measures are said to have reliability if it produces similar results under consistent conditions. Accordingly, all the measurements are reliable with the acceptable Cronbach's alpha value.

Validity implies precise and exact results acquired from the data collected. To ensure validity, tested instruments are adapted.

3.9 Ethical Consideration

The researcher used proper citation, follow truthful collection & analysis of data, maintained data confidentiality, obtained the consent of the case organization and staffs and keep the identity of respondents unanimous based on their consent to meet the ethical obligations of the research. As much as possible ethical language was used in the questioners constructed and distributed to the respondents.

Chapter 4: Data Presentation, Analysis and Interpretation

4.1 Introduction

In this chapter, the result obtained from X9 Exadata deployment project selected employees using questionnaire survey are presented and analyzed. This section is basically divided into two main sections. The first section is to present the results of descriptive analyses and the second section presents the regression analysis results. The presentation of the results is followed by discussions of the information gathered from the respondents and making use of evidence from literature to support them. Generally, this section is organized in the following manner: First, profile of respondents was presented and analyzed. Second, data collected through questionnaires were analyzed.

4.2 Response Rate

This study was designed to test the impact of turnover intention on project success metrics of the X9 Exadata database deployment project. Data were collected from the project team. A total of 67 questionnaires were distributed, out of which 50 were returned, resulting in a response rate of 74.06%. According to Mugenda (1999), a 50% response rate is adequate, 60% is considered good, and above 70% is rated very well. Thus, a response rate of 74.06% indicates a very good level of response.

4.3 Profile of Respondents

The necessary information for this study was obtained from the project team of the X9 Exadata database deployment project at CBE information is obtained from 50 of them.

Respondent Characteristics	Category	Frequency	Percent
Sex	Male	35	70
	Female	15	30

Age	Below 21 years	1	2
	21-30	6	12
	31-40	36	72
	41-50	6	12
	51-65	1	2
Position	IS Business Analytics	10	20
	IS Infrastructure	29	58
	PMO	5	10
	Vendors	4	8
	Below 2 Years		
Work Experience	3-8 Years	25	50
	9-14 Years	15	30
	15-20 Years	6	12
	21 Years and above	3	6
	Diploma	1	2
Educational Background	BA/BSc	22	44
	M.A/M.Sc.	26	52
	PhD	1	2

Table 4 Demographic Characteristics of Respondents

The data gathered from the table provides insights into the project's team members demographic and characteristics. The sex composition regarding gender of respondents shows that out of the total respondents, 35 (70%) are male and 15 (30%) are females. The age distribution reveals a significant proportion of the team members fall within the 31-40 age range (72%). Regarding the educational background, majority of the participants of the respondents account 52% are MSc followed by BA/BSc 44%. The high percentage of team members is in the IS Infrastructure position with range (58%) and the variation in work experience among the team members, with the highest proportion (50%) is within having 3-8 years of experience. Overall, majority of the respondents have sufficient experience and skills to be involved in this project.

4.4 Results of Descriptive Statistics

Descriptive Statistics			
	Mean	Std. Deviation	N
STI(Staff Turnover Intention)	3.4958	0.66061	50
PMT(Project's metric time)	3.5101	0.73518	50
PMC(Project's metric cost)	3.7097	0.73399	50
PMQ(Project's metric quality)	3.355	0.87986	50

Table 5 Results of Descriptive Statistics

To assess the effect of staff turnover intention on the project success metrics, team members were asked to give their level of opinion on the three dimensions of the project (time, cost and quality) and their evaluations is presented with mean and standard deviation. For this rating evaluation score, the study has taken Ziadation and Bagher's (2009) rating benchmark score as a guideline. According to them, if the mean score is below 3.39 it is considered as low, the mean score from 3.40 to 3.79 is considered moderate and a mean score above 3.8 is considered as high. The results from the questionnaire were interpreted using this scoring accordingly.

From table 5 result of descriptive statistics of it is concluded that staff turnover intention with a mean value of 3.4958 and standard deviation of 0.66061 score suggests that team members have a

moderate level of intention to leave. In terms of the projects' time, with a mean value of 3.5101 and a standard deviation of 0.73518, suggests also a moderate level of the project's performance in terms of time. In terms of the projects' cost metric, with a mean value of 3.7097 and a standard deviation of 0.73399 indicates that the project is also experiencing moderate budget issues. And lastly for the projects' quality with a mean value of 3.355 and a standard deviation of 0.87986, suggests a low level of concern to the project adhering to quality standards.

4.4 Regression Analysis Results

This study used linear regression model in which the cause and effect relationship between staff turnover intention and the project's success metrics specifically time, cost and quality is to be tested. In the linear regression analysis, both the existence of significant relationship and the direction of relationship between the variables are to be tested

4.4.1 Normality Test

Normality test is used to determine whether the error term is normally distributed. Visual inspection is seen here using normal probability plots as seen in Figure 2, Figure 3 and Figure 4 for the project's time, the project's cost and the project's quality respectively. Data points (error terms) in the graphs are closer to the line implying individual responses are closer to the mean. That means residuals are normally distributed supporting regression analysis.

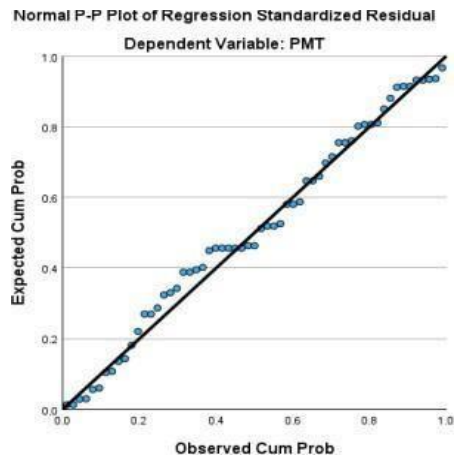


Figure 2 P-P Plot ,Project's time

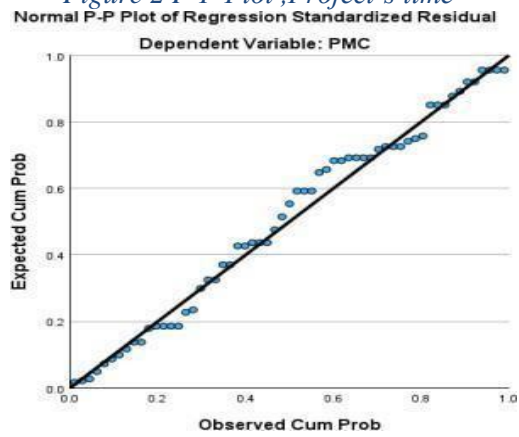


Figure 3 P-P Plot Project's Cost

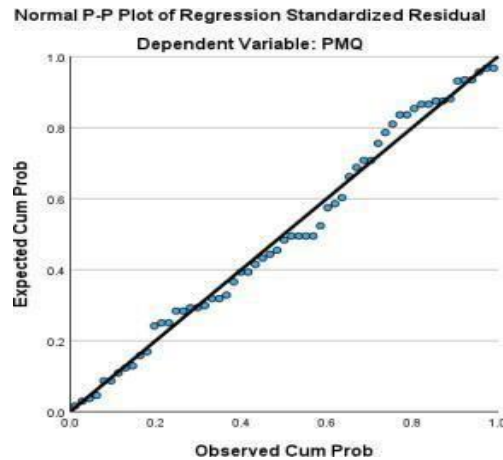


Figure 4 P-P Plot ,project's quality

4.4.2 Model Summary, ANOVA and Regression Coefficients

The Model Summary, ANOVA, and Regression Coefficients are important components of regression analysis in research. The Model Summary includes statistics like R, strength of linear relationship, the R squared value, representing the proportion of variance in the dependent variable explained by the independent variable(s) (Field, 2013). ANOVA assesses the overall fit of the regression model by comparing explained variance to residual variance, usually indicating the significance of the model's predictors (Tabachnick & Fidell, 2019). In addition, ANOVA is often used to assess the overall significance of the regression model, it helps determine whether the regression model, as a whole, explains a significant amount of variance in the dependent variable. Regression Coefficients determine the relationship between independent and dependent variables, showing the direction and strength of this relationship (Hair et al., 2010). These analytical tools collectively contribute to understanding the relationships between variables in a given research context, facilitating interpretation and inference (Field, 2013).

I. Model Summary, ANOVA and Regression Coefficients for the Project's Time.

Table 6 Model Summary, the project's time

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate

1	.385	.148	.133	.684
Predictors: (Constant) Staff Turnover Intention				
Dependent Variable: Projects' Time				

The correlation coefficient (R) measuring the strength and direction of the relationship between the predictor (Staff turnover intention) and the dependent variable (the project's time) has a value of 0.385. It indicates a positive relationship between staff turnover intention and the project's time. R-squared determines the percentage of variance in the dependent variable that is explained by the independent variable. With a value of .148 suggests that approximately 14.8% of the variation in project time can be explained by turnover intention. The remaining 85.2% of variation is explained by other variables.

Table 7 ANOVA, project's time

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.65	1	4.652	9.934	.003
	Residual	26.69	57	.468		
	Total	31.348	58			
a. Dependent Variable: Projects' Time						
b. predictors:(Constant), Staff turnover Intention						

The ANOVA table evaluates whether the variation in the project's time can be attributed to the predictor variable staff turnover intention. With F-value of 9.934 and a p-value of 0.003, it reveals a significant relationship between staff turnover intention and the project's time. This indicates that turnover intention significantly impacts the project's time.

Table 8 Regression Coefficients, project's time

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	2.241	.484		4.633	.001
	Staff Turnover Intention	.429	.136	.385	3.152	.003

As it is revealed in the above table the effect of staff turnover intention on the project's time is found to be statistically significant (p-value=0.003) and positive (B=.385). Therefore, the alternative hypothesis that states the effect of staff turnover intention on the project's time performance is significant and positive is supported. The result implies that the more employees have the intention of leaving the organization, the more the project's time will be. That means their intention to leave makes them reluctant in executing projects and so they take more time to complete the project. This result is also consistent with past studies. For example, the study by Helge F.R. Nuhn and Sven Heidenreich on Performance Outcomes of Turnover Intentions explores the impact of turnover intentions within project teams, the research reveals that turnover intentions negatively affect performance of a team by disrupting the team cohesion and collaboration, leading to lower overall team performance. The decreased performance directly impacts project timelines, causing delays and extending the duration of project completion.

The linear Regression Equation: Projects' Time = 2.241 + .385 x Staff turnover intention

II. Model Summary, ANOVA and Regression Coefficients for the Project's Cost.

Table 9 Model Summary, Project's Cost

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.253	.064	.048	.71633
Predictors: (Constant) Staff Turnover Intention				
Dependent Variable: Projects' cost				

The correlation coefficient (R) measures the strength and direction of the relationship between the predictor (Staff turnover intention) and the dependent variable (the project's cost) in this case. It has a value of .253. It indicates a positive relationship between staff turnover intention and the project's cost. R-squared determines the percentage of variance in the dependent variable (project's cost) that is explained by the independent variable (staff turnover intention). With a value of .064 suggests that approximately 6.4 % of the variation in the project's cost can be explained by turnover intention. The remaining 94.6 % of variation is explained by other variables.

Table 10 ANOVA, Project's Cost

ANOVA^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.998	1	1.998	3.894	0.033
	Residual	29.249	57	.513		
	Total	31.247	58			
a. Dependent Variable: Projects' cost						
b. Predictors: (Constant), Staff Turnover Intention						

The above ANOVA table evaluates whether the variation in the project's cost can be attributed to the predictor variable staff turnover intention. With F-value of 3.894 and a p-value of 0.033, it reveals a significant relationship between staff turnover intention and the project's time. This indicates that turnover intention significantly impacts the project's time.

Table 11 Regression Coefficients, Project's Cost

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	2.797	.506		5.524	.001
	Staff Turnover Intention	.281	.142	.253	1.973	.033

As it is revealed in the above table the effect of staff turnover intention on the project's cost is found to be statistically significant (p-value=0.033) and positive (B=.253). Therefore, the alternative hypothesis that states the effect of staff turnover intention on the project's cost performance is significant and positive is supported. The result implies that the more employees have the intention of leaving their organization, the more the project's cost will be. Meaning their intention to leave may result in disruptions leading to increment of costs for the project's execution. This result also aligns with past researches. For example, the study by Shah, Jepsen, and Bankins (2024) focuses on the impact of turnover intention on project performance, specifically examining the effects on project cost and time. Their findings indicate that increasing turnover intention among employees significantly increases project costs and also delays project timelines. This occurs because frequent turnover disrupts workflow continuity, requiring additional resources to onboard new staff and cover the gaps left by departing employees. Therefore, their research supports the notion that turnover intention negatively impacts both the cost and schedule of projects, making it crucial for organizations to implement strategies to mitigate turnover and ensure project success.

The linear Regression Equation: the project's cost = 2.7 + .253 x Staff turnover intention

iii. Model Summary, ANOVA and Regression Coefficients for the Project's Quality

Table 12 Model Summary, Project's Quality

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.522	.272	.259	.75716
Predictors: (Constant) Staff Turnover Intention Dependent Variable :Projects' Quality				

The correlation coefficient (R) measures the strength and direction of the relationship between the predictor (Staff turnover intention) and the dependent variable (the project's quality) in this case. It has a value of .522. It indicates a negative relationship between staff turnover intention and the project's quality. R-squared determines the percentage of variance in the dependent variable that is explained by the independent variable. With a value of .272 suggests that approximately 27.2% of the variation in project quality can be explained by turnover intention. The remaining 72.8% of variation is explained by other variables.

Table 13 ANOVA, Project's Quality

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.223	1	12.223	21.320	0.001
	Residual	32.678	57	.573		
	Total	44.900	58			
a. Dependent Variable: Projects' Quality						
b. Predictors: (Constant), Staff Turnover Intention						

The above ANOVA table evaluates whether the variation in the project's quality can be attributed to the predictor variable staff turnover intention. With F-value of 21.320 and a p-value of 0.001, it reveals a significant relationship between staff turnover intention and the project's quality. This indicates that turnover intention significantly impacts the project's quality.

Table 14 Regression Coefficient, Project's Quality

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	.927	.535		1.731	.002
	Staff Turnover Intention	-.695	.150	-.522	-4.617	.001

As it is revealed in the above table the effect of staff turnover intention on the project's quality is found to be statistically significant (p-value=0.001) and negative (B=-.522). Therefore, the alternative hypothesis that states the effect of staff turnover intention on the project's quality performance is significant and negative is supported. The result implies that the more employees have the intention of leaving the organization, the less the project's quality will be. Meaning their intention to leave makes them reluctant to committing to the project fully, leading to a decreased attention and delivery of an unqualified work. Which will ultimately affect the project's quality negatively. This result is also in line with earlier researches. For example, Ford and Desper (2023) highlight that turnover intention can significantly diminish the quality of project outcomes. Their research suggests that employees who intend to leave are often less motivated and engaged, which results in a decline in the quality of their work. They emphasize the importance of implementing motivational strategies to retain project team members, thereby maintaining high standards of work and ensuring a project's quality. Ford and Desper's findings suggest the critical need for strategies to keep employees engaged and committed, as disengagement and turnover intention can lead to poorer project outcomes due to decreased diligence.

The linear Regression Equation: projects quality= 0.927 - .522 x Staff turnover intention

4.5 Summary of Hypothesis

	Hypothesis	Result	Decision
H1	The effect of staff turnover intention on the project's time is statistically significant and positive	Significant and Positive	Hypothesis Supported
H2	The effect of staff turnover intention on the project's cost is statistically significant and positive.	Significant and Positive	Hypothesis Supported
H3	The effect of staff turnover intention on the project's quality is statistically significant and negative	Significant and Negative	Hypothesis Supported

Table 15 Hypothesis Summary

Chapter 5: Summary of Findings, Conclusion and Recommendation

This chapter presents the summary of key data findings, conclusions drawn from the findings, and recommendations made accordingly. The conclusions and recommendations are centered on addressing the objectives of the study, which aimed to investigate how staff turnover intention impacts the success metrics of the Exadata Database Machine Deployment Project at CBE in terms Time, Cost and quality and also provide the mitigation strategies best for it.

5.1 Summary of Findings

To find out the effect of staff turnover intention on the three success metrics of the Exadata Machine deployment, linear regression has been conducted in the analysis and major findings are presented below:

The independent variable staff turnover intention of the study is a positive significant predictor of the project's time and the project's cost. It is also a negative predictor of the project's quality. The analysis reveals that staff turnover intention significantly impacts the project's time, cost, and quality.

Specifically, a positive relationship exists between staff turnover intention and both the project's time (Beta=0.385, p=0.003) and the project's cost (Beta=.253, p=0.033), indicating that higher turnover intention leads to increased project time and cost.

Conversely, there is a significant negative relationship between staff turnover intention and project quality (Beta=-.522, p=0.001), suggesting that higher turnover intention reduces project quality.

The R-squared values show that staff turnover intention explains 14.8%, 6.4%, and 27.2% of the variability in project time, cost, and quality, respectively, with the remaining variability attributable to other factors.

According to the descriptive analysis, the project team experiences moderate level staff turnover intention with a mean value of 3.4958 and standard deviation of 0.66061. The project's time and cost performance with mean (mean= 3.5101, standard deviation = 0.73518) and (mean = 3.7097, standard deviation = 0.73399) respectively also fall under the category of moderate level of performance time and cost wise. For the project's quality performance with mean = 3.355 and standard deviation of 0.87986 falls under low level. These findings are consistent with the regression analysis results, which show that higher staff turnover intention significantly increases project time and cost and decreases the project's quality.

5.2 Conclusion

This study delved into the repercussions of staff turnover intention on the deployment project of an XM9 Exadata machine at the Commercial Bank of Ethiopia (CBE). The analysis demonstrates that high staff turnover intention significantly impacts project outcomes, affecting project time, cost, and quality. The regression analysis shows a significant and positive relationship between staff turnover intention and the project's time and cost. This indicates that higher turnover intention leads to increased time and cost for the XM9 Exadata machine deployment project. Conversely, a significant negative relationship is observed between staff turnover intention and the project's quality, suggesting that higher turnover intention decreases the project's quality.

Similarly, the descriptive analysis part of this study showed a moderate level staff turnover intention with a mean of 3.49 and a standard deviation of 0.660. The project's time performance falls also under moderate level, with a mean of 3.5101 and a standard deviation of 0.73518. The project's cost performance, with a mean of 3.7097 and a standard deviation of 0.73399, indicates a moderate level. For the project's quality, with a mean of 3.355 and a standard deviation of 0.87986, there is a low level of adherence to quality performance.

Moreover, empirical findings have shown how turnover intention affects a project's performance by increasing the time and cost while degrading the quality. The combined results fully support the hypotheses that staff turnover intention significantly and positively affects the project's time and cost while negatively affecting the project's quality. Hence, the study shall help the management, and by extension the bank, recognize the effects of turnover intention and work towards addressing this issue, thereby decreasing the challenges this project and others face to improve progress.

5.3 Recommendations

Staff Turnover Intention (mean=3.49, standard deviation=0.660)

For the moderate level of intention to leave

- The management should first create open communication forum and assess the root cause or what specific intention factors are intensifying this high level of turnover intention and address accordingly.□
- The management should create the optimum working environment for the project team members to avoid any type of loads they may be facing.□
- There should be an enhancement of employee engagement regular team building activities to increase open communications and strengthen team cohesion. This will in turn ensure the feeling of being valued and support the team to improve commitment to the project and by extension the bank.□

The project's Time (mean = 3.5101, standard deviation = 0.73518)

Since the project's time performance is also a moderate level:

- The management should invest in project management tools and training to ensure that project timelines are realistic and well-structured. Using software for tracking progress and managing deadlines can help keep projects on schedule.□
- Address Resource Allocation: Ensure that the project is adequately staffed and that team members are not overburdened. Since Proper resource allocation and workload management can help prevent delays and keep projects on track.

The project's cost (mean = 3.7097, standard deviation = 0.73399)

Since there is also a moderate level of concern on the project's budget

- The management should do a regularly review of the project's budgets and expenses to identify areas that are putting the cost of the project at risk□
- Implementing monitoring expenditures that can help stay within budget and reduce or control it on the way.□

The project's quality mean = 3.355, standard deviation= 0.87)

Since the project's quality performance is in the low level

- The management should establish robust quality assurance (QA) and quality control (QC) processes to ensure that the project's deliverables meet the required standards. Regular quality reviews and audits can help identify and address issues early.□
- The management should also Invest in training for team members to enhance their skills and ensure they are skilled and knowledgeable employees are more likely to produce high-quality work and develop the trend of knowledge transferability on the way.□

5.4. Suggestion for Further Study

This study is conducted for a project within the Commercial Bank of Ethiopia (CBE), specifically focusing on the deployment of the X9M Exadata machine. The findings and conclusions are limited to this organization and cannot be generalized to other similar projects conducted in different contexts. To enhance the generalizability of the results, further investigation is needed. Future research should consider similar projects in different organizations and industries to determine if the observed effects of staff turnover intention on project success hold true in other settings. Additionally, exploring different types of projects beyond technology deployments could provide a broader understanding of the impact of staff turnover intention on project outcomes.

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ANNEX I-Data Collection Instruments



DEPARTMENT OF PROJECT MANAGEMENT

MASTERS THESIS QUESTIONNAIRE

This questionnaire is intended to collect primary data to be used for a thesis entitled “The Impact of Staff Turnover Intention on Project Success: The Case Study of Exadata Database Machine Deployment Project at Commercial Bank of Ethiopia” in partial fulfillment of requirement for Master of Project Management.

So, I respectfully request your kind cooperation in answering the questions as clearly as possible. I would like to assure you that the information you provide will be used for academic purpose only and all responses will be treated in strict confidentiality.

Please put 'tick' mark in the box to the point which highly reflects your idea and no need of writing your name. Your honest and unbiased response will greatly contribute for the research to achieve its objective.

Thank you very much, in advance, for your sincere cooperation

Section One: Demographic and Other Information

Please fill in the blanks, and Please put tick mark (✓) in the box which most closely represents your personal situation. Please mark one item only per question.

1. Sex:

- ✓ Female
- ✓ Male

2. Age: Which of the following age categories do you belong to?

- ✓ Below 21 years
- ✓ From 31 – 40
- ✓ from 21 – 30
- ✓ From 41 – 50
- ✓ From 51 – 65

3. Educational background:

- ✓ Diploma
- ✓ B.A./B.Sc.
- ✓ M.A. /M.Sc.
- ✓ PhD

4. Please indicate your role within the team

- ✓ Information System Business Analytics
- ✓ Information System Infrastructure
- ✓ Project Management Office
- ✓ Project Steering Committee
- ✓ Third Party

5. Work experience, in your organization

- ✓ Below 2years
- ✓ from 9 – 14years
- ✓ From 3 – 8years
- ✓ from 15 – 20years
- ✓ 21years and above

The following questions are presented on a five-point Likert scale.

If you completely disagree with the item, tick (↖) 1 (Strongly Disagree) If you moderately disagree with the item, tick (↖) 2 (Disagree)

If you do not have any information about the item, tick (↖) 3 (Neutral) If you moderately agree with item, tick (↖) 4 (agree)

And If the item strongly matches with your response, tick (↖) 5 (Strongly agree)

S/N	Statement	Score				
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	<p><i>Section Two. Staff Turnover Intention</i></p> <p><i>The following questions explore Staff Turnover Intention</i></p> <p><i>Please reflect your perspective on the following questions</i></p>					
STI1	I have intentions of leaving my current job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
STI2	I have already started to look for other jobs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
STI3	I often consider leaving my current job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

STI4	I have come across job opportunities outside my company that interest me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
S/N	Statement	Score				
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Section 3: Project success Metrics

*Section Three: **Project success Metrics***

The close ended five point likert questions that follow seek to explore the project's performance in relation to time, cost and quality of the X9M-2 Exadata deployment project.

	<i>In relation to Time</i>					
1.	Time					
PMT1	The project is not going within the scheduled timeframe.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PMT2	key milestones of the project are not being achieved on time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PMT3	The project timeline is increasing from initial set timeframe.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	<i>In relation to cost</i>					

	Cost					
PMC1	The project is not going within the allocated budget	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PMC2	Cost control measures are not effectively implemented within the project.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PMC3	Changes in the project scope are increasing the budget	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	<i>In relation to quality</i> Quality					
PMQ1	The project is not meeting all predefined quality standards.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PMQ2	The project deliverables are not meeting the stakeholder's expectations for quality.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PMQ3	Quality assurances are not effectively implemented and followed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>