

**ADDIS ABABA UNIVERSITY  
(SCHOOL OF COMMERCE)  
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**



# **Determinants of Turnover intentions of Employees: The Case of Ministry of Agriculture**

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## **Declaration**

I, the undersigned, declared that this is my work and that all sources of materials used for this thesis have duly acknowledged.

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## List of Abbreviations

MoA:- Ministry of Agriculture

TI:- Turnover Intention

## ABSTRACT

*Turnover intention is basically the manifestation of one's inner feeling about his or her job. In other words, it is an emotional state linked to one's job, which would effectively be translated into job behaviors, and in due course would positively or negatively affect the overall performance of an employee. In this context, the level of turnover intention experienced by the employee is greatly influenced by various personal, pull and push factors. The main objective of this paper is to identify factors that affect employee turnover intention, so the method that could be employed to investigate this problem is a descriptive survey. A quantitative method is used to assess personal, pull and push factors which are associated with turnover intentions. Convenience sampling is also used as a sampling technique. Primary data were collected from 286 employees using questionnaire methods. The results indicated that all factors (personal, pull and push) have contributed in the employees' turnover intentions. However, pull factor have significantly contributed in turnover intentions in relation to others.*

**Keywords:** *Turnover, turnover intention, Personal Factors, Push Factors, Pull Factors*

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# CHAPTER ONE

## INTRODUCTION

This chapter presents the background of the research, problem statement, objective of the study, research questions, statement of hypotheses, significance of the study, Methodology, scope of the study and definition of variables and terms.

### 1.1 Background of the study

Employee turnover is an important issue that poses a significant challenge for organizations. Since human capital is central to an organization's performance, workforce attrition can have a profound impact on an organization's performance, growth and general business outcomes.

Employee turnover is defined as "the rate at which employees enter and leave a company in a given fiscal year." HR professionals and organization executives focus on turnover for three main reasons: it has significant cost implications; it affects overall business performance; and it has the potential to become difficult to control, resulting in a talent crunch, where it is hard to find quality candidates with the skill sets required to fill open positions.

Employee departures affect organizations in terms of measurable financial costs as well as intangible knowledge-based and productivity costs. According to a 2008 SHRM study, the cost to replace and hire new staff may be as high as 60% of an employee's annual salary, whereas total costs of replacement, including training and loss of productivity, can range from 90% to 200% of an employee's annual salary. Those expenditures can be difficult to absorb, whether an organization is a small company or a large global firm.

Loss of employee talent hinders the development of new products, disrupts client relationships and delays customer deliverables. These production delays, along with replacement costs of employee turnover, negatively affect overall business performance and success.

Organizations that do not develop strategies for addressing employee turnover may find themselves with pervasive skill shortages to fill the positions in the future. According to Manpower, Inc., the workforce is changing dramatically; with demographic shifts, increased outsourcing and entrepreneurship on the rise, specific skill sets and competencies may be moving rapidly out of various industries. The impact is already being felt in today's economy. In a SHRM survey of HR professionals, 75% of respondents reported difficulties hiring workers with skill sets essential to the job, with skilled professionals making up the bulk of

desired staff. SHRM has noted annual increases in recruiting difficulty since December 2009.

Employee turnover is a naturally occurring event at any organization. Some employees leave by choice (known as voluntary turnover), and some staff changes are initiated by the organization itself (known as involuntary turnover). Employees voluntarily leave organizations for a variety of reasons, including low satisfaction with their jobs, low satisfaction with their employer, limited promotion and growth opportunities, a better opportunity elsewhere, or disapproval of organizational changes or restructuring. On the other hand, not all separations are voluntary. And as a result of a deep and extended recession over the past few years, many organizations have had to undertake headcount actions such as downsizing in order to stabilize their budgets. (*Society for Human Resource Management. (2011). SHRM 2011-2012 Human Capital Benchmarking Report. Alexandria, VA: SHRM.*)

All organizations, of course, have some employee turnover, which can be positive or negative turnover. If the right people are leaving the organization- the marginal and sub marginal employees, turnover can be positive. It may create the opportunity to replace an under-performing individual with someone with higher skills or motivation.

Ministry of Agriculture aimed at transforming the country's economy to Agriculture Development led industrialization (ADLI) and this is one of the national policies and strategies that require a retained all rounded competent workforce. This agricultural policy and strategies is based on the objective realities of the country and its prime objective is to accelerate agricultural production and productivity at all levels. The Ministry has a total of 1600 and above employees' actually doing their assigned work out of the total number of 2500 working positions. Although the Ministry was passed all the years in the process of recruitment, selection and placement of employees, it had also seriously challenged with a very high rate of employee turnover due to different factors.

This study tries to explain, analyses the different determinant factors of turnover and why employees are intend to quit their jobs. The study will also focus on testing hypotheses and prioritizing factors into most influencing order in order to recommend the possible solution and tackle these most critical factors , facing Ministry of Agriculture.

## 1.2 Problem statement

Employee turnover rates vary across industries, and the reasons behind high and low turnover are not always clear. Organizations with higher turnover rates can find themselves in a vicious cycle of trying to address vacancies through frequently filling many positions, which increases pressure on existing staff and affects the overall success of an organization. This is most critical for those industries where the cost to replace staff is high and jobs are hard to fill.

Workforce attrition can be a disadvantage, particularly in a competitive job market where the skills gap is increasing. For organizations with high employee turnover rates, it is important to look at the possible root causes of turnover and undertake retention efforts. An examination of key indicators, such as the types of employees leaving, their tenure at an organization, and the positions they occupied, may reveal trends that organizations can proactively address. Strategies for succession planning, workforce retention, new staff recruitment and job satisfaction can help reduce vacancy rates and subsequently reduce costs and loss of knowledge capital, and improve the overall organization. (*Society for Human Resource Management. (2011). SHRM 2011-2012 Human Capital Benchmarking Report. Alexandria, VA: SHRM.*)

Ministry of Agriculture is one of the huge government organizations which oversees food security, water use and small-scale irrigation, monitoring events affecting agricultural development and early warning system, promoting agricultural development, and establishing and providing agriculture and rural technology training.

This study tries to answer the questions that is related with different determinant factors of employee turnover intentions which makes the employees leave their organization. The employees turnover rate is very fast and this would influence the productivity of the workforce. This study tries to explore and construct problems and look for the solution to the different factors that pull and push employees to quit their Ministry's.

## 1.3 Research questions

Based on the above stated problems the study tried to address the following research questions

1. What factors intend employees to resign their jobs?
2. What are the main factors that attract (pull) employees to switch to new job?

3. What factors push employees to leave their present job?

#### 1.4. OBJECTIVE OF THE STUDY:

##### 1.4.1. General Objective:

The general objective of this study is to identify determinants of employee turnover intention". This study is used a quantitative research methods. The intention to leave a job is a strong surrogate to predict actual turnover. This general objective is sub-divided in to the following specific objectives:

##### 1.4.2. Specific Objectives:

1. To identify factors that affect employee turnover intention in Ministry of Agriculture.
2. To analyze the different factors that affect turnover intention.
3. To determine the various significant variables in order of importance from the most critical to the least critical in determining the turnover intention of MoA workers
4. To recommend the possible solution in order to tackle these most critical factors.

#### 1.5 Hypothesis

1. Health Problem will have a negative significant contribution to turnover intentions (personal factors.)
2. There is a positive relationship between high salary and high turnover intentions (Pull factors.)
3. Less salary will have a positive significant contribution in turnover intentions ( Push factors)
4. Career advancement will have a negative significant contribution in turnover intentions ( Pull factors)
5. There is a negative relationship between family related problem and turnover intentions( personal factors)
6. There is a positive relationship between lack of freedom and turnover intentions.( push factors)

## 1.6 Significance of the Study

The number of the employees' intent to quit has increased recently. Therefore, recruitment and selection costs are significant to organization (Bauer et al., 1998). This research would benefit and help most to reduce the turnover rate so that can save the costs in hiring and time for retraining the new employees. Besides, it would help the organization to keep the talented and high skill employees to perform the better work. From the individual perspective, when an employee is placed in a new environment with a new task, employee need to learn how to fit with their organization values, norms, culture, and politics. Person organization fit enabled employee to get up speedy to fit with the environment and the culture. According to Porter (1974), it identified that organizational commitment has a strong belief and willingness of the employees to exert effort for the organization. A greater commitment exist, the more employees are making a value contribution to the organization rather than leave the organization. Furthermore, when an employee shows a high level of commitment, it reflects the employee is more likely to stay in the organization. From the organization perspective, when an organization's culture offer a good environment consistent with employee's personal value and careers goals, employee can easily adapt to the organization culture and perform better. Besides that, employees have authority to make decision along with their supervisor. When the employees have more authority, employees would be more motivated as they had been given more autonomy in heavy task. It would encourage them to move forward in developing their careers and achieve organization goals.

## 1.7 Delimitation/Scope of the study

Even if it is very essential and necessary to conduct a research on employee turnover on civil service organization in the country level but due to time constraint, limited capacity and resource this study would be done only in one government organization, Ministry of Agriculture which is located in Addis Ababa ,Guard Sholla areas.

## 1.8 Limitation of the study

In this study a comprehensive attempt is made to evolve a profound understanding of the complex issue of turnover intentions of Ministry of Agriculture employees. However, this study is not claimed to be free from weaknesses.

The challenge that I have faced while doing this thesis was related with time. Some of the respondents were not return the questionnaire on time additionally.

## 1.9 Definitions of Major Terms

Terms frequently used throughout this study are defined as follows:

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

**Turnover:** “The termination of an individual’s employment with a given company” (Tett & Meyer, 1993, p. 262).

**Turnover intention:** A thought of leaving the organization (Tett & Meyer, 1993)

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

**Pull Factors:** are those reasons that attract the employee to a new place of work. In some papers pull factors are named as uncontrolled factors because it is out of the control of organizations.

**Push Factors:** are aspects that push the employee towards the exit door. In the literature it is also called controlled factors because these factors are internal and can be controlled by organizations.

**Involuntary Turnover-** Loss of employee through termination such as being fired or being laid off (Lee, Gerhart, Weller, & Trevor, 2008).

**Voluntary Turnover** – The loss of employee due to their own will such as resignation or retirement (Lee, Gerhart, Weller, & Trevor, 2008).

**Job Satisfaction-** An affective or attitudinal reaction to a position of employment (Spector, 1985).

### 1.10 Organization of the Research Report

This chapter is organized in five chapters. Chapter one includes the introduction which includes the background of the study, statement of the problem, basic research questions, objectives of the study, hypothesis, definition of terms, significance of the study and delimitation of the study, limitation of the study and organization of the research paper. Chapter two explores the literature review related to turnover intention of employees. Chapter three explains the research design and methodology employed. Chapter 4 presents results and discussions. Chapter five concludes the

paper by providing conclusions and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

Employee turnover has become an important area of research from both a theoretical and practical standpoint. It is important from a theoretical perspective, in understanding how the underlying causes of turnover can provide insights into how to control the phenomenon. However, from a practical standpoint, learning how to minimize the turnover of skilled employees is crucial in reducing employee replacement costs (Keaveney, 1992). Also, decreasing employee turnover keeps knowledgeable and experienced employees working in the organization. A large portion of the employee turnover problems that we have seen in the recent past can be directly linked to the fact that jobs were plentiful and employees were scarce, considering overall unemployment was at or near a 30-year low. In this chapter a variety of published literature dealing with employee turnover in general and some more specific to employee.

#### **2.1 Definition of turnover**

Employee turnover has been one of the most studied subjects in organizational behavior literature (Schwab, 1991), yet continues to elude any concrete conclusions. To better understand the implications of turnover, one must understand how turnover is defined.

Price (1977) defines turnover “as the degree of individual movement across the membership boundary of a social system”. This definition includes accession and the hiring of new employees. Macy & Mirvis (1976) succinctly state that turnover is “any departure beyond organizational boundaries” (p. 224).

Although the literature is filled with many other definitions, Mobley’s (1982) definition most accurately reflects the conceptual position of this thesis. Mobley states that turnover is “the cessation of membership in an organization by an individual who received monetary compensation from the organization” (p.10). Given corporate America’s increased use of temporary workers, this definition insures that those who may have been contracted for a temporary period, often through an outside agency, will not be considered.

Also excluded from consideration are those who transfer within the organization. A final salient feature is Mobley's inclusion of all forms of cessation from the organization.

The employee turnover rate is usually calculated by dividing the number of employees from the company they were working for by the base number of jobs during the period. Employees who transfer to other positions within the same organization are not considered in the calculation, as well as those who retired, had their job phased-out or were terminated due to downsizing.

Turnover rates for employees can be measured and compared over time and across companies using what is commonly referred to as the employee turnover index.

The index is calculated as follows:

$$TTR = [S/N] \times 100$$

TTR = total turnover rate

S = number of employees separated in the period

N = average number of employees in the unit in the period

## 2.2 Types of Employee Turnover

### 2.2.1 Voluntarily vs. Involuntary

The separation of employees from an organization may be due to voluntary or involuntary turnover. It is voluntary when the choice of leaving the organization is initiated by the employee". voluntary cessation of membership of an organization by an employee of that organization."(Morrell et al., 2001: p. 6) and involuntary where the employee has no choice in their termination. It may result from the following situations: dismissal, retrenchment/redundancy, retirement, long term sickness, physical/ mental disability, moving /relocating abroad, death.

### 2.2.2 Functional Vs Dysfunctional Turnover:

Functional turnover can be defined as "A turnover in which poor performers leave" while Dysfunctional turnover can be defined as "A turnover in which good performers leave" (cited in Wikipedia).

### 2.2.3 Avoidable Vs Unavoidable Turnover:

A turnover that happens in avoidable circumstances is called 'Avoidable Turnover', the turnover is avoidable when the company does not have control-employees choose to leave because the company is not satisfying their job or career needs.

Example poor pay scales or the lack of opportunities to advance. Where as "A turnover that happens in unavoidable circumstances is called 'Unavoidable Turnover' (cited in Wikipedia). Unavoidable turnover results from life decisions that extend beyond an employer's control, such as a decision to move to a new area or a job transfer of a spouse, to go to school full-time, or for other reasons over which the company has no control.

### 2.2.4 Internal vs. External

Employees' turnover can be classified as either internal or external. It is internal when employees leave their current assignment and take up new roles or positions within the organization. This could bring both positive and negative feelings. The feeling could be positive if the new position brings about increased morale from the change of task and supervisor; alternatively, it could be negative if the new position is project related or relational disruption like holding brief for a colleague in another location. The effect of this internal turnover may be important as to require monitoring just like the external turnover. Human resource mechanism such as recruitment policy and succession planning can be used to control internal turnover.

### 2.2.5 Skilled vs. Unskilled

skilled employees who are generally known as „contract staff“ usually experience high turnover. The reason for their exit is not far-fetched. This category of employees do not have status of permanent contract and consequently do not enjoy the same condition of service like their permanent counterpart, as a result, they leave the organization at the slightest opportunity of having a more favorable job. Employers do not worry about this kind of turnover because of the ease of hiring new ones. On the other hand, high turnover of skilled employees pose a risk to the business and ultimately in the organization in the form of human capital lost. These include skills, training and acquired knowledge. Since these specialized employees have skills that are relatively scarce and can be re-employed within the same industry, their leaving can act

as a competitive disadvantage to the organization in addition to the cost of replacing them. These costs can be enormous especially if the employees occupy strategic position and play key roles in the organization.

### **2.3 Definition of intention**

Intention is an act or instance of determining mentally upon some actions or result or the end or object intended, purpose (Oxford dictionary, 2006). Fishbein & Ajzen (1975) described the definition of intention in detail where they refer to an intention approach as “a theory of reasoned action”. According to this theory, a person's intention is a function of two basic determinants: one personal in nature and the other reflecting social influence. In terms of personal factor, it is the individual's positive and negative evaluation of performing the behavior which can be termed as attitude towards the behavior. In other words it is referred to the person's judgment to perform a good or bad behavior. The second determinant of the intention is a personal perception of the social pressure to perform or not perform the behavior in question. This factor is termed as the subjective norm since it deals with perceived prescriptions.

### **2.4 Turnover intention**

Turnover intention is defined as an intention of voluntary separation of an individual from an organization (Price & Mueller, 1986 in Cohen & Golan, 2007: 416). The intention to turnover is the last part in a sequence of withdrawal cognition, and an intermediary between evaluations that are related to the decision to leave and the actual turnover in process models of turnover. Job dissatisfaction is a strong predictor of intentions to quit.

If job satisfaction is sufficiently low, the employee could develop a behavioral intention to quit the job (Appelbaum *et al.*, 2003; Chen *et al.*, 2004; Freund, 2005). The intention may lead to job search activities, which if effective may lead to turnover (Spector, 1997). This is a detrimental factor to the organization as it incurs significant costs that hamper productivity.

Due to the fact that turnover intention leads to actual turnover, some researchers refer to turnover intention as the immediate antecedent or the mediator of actual turnover (Schwepker, 1999; Egan *et al.*, 2004; Layne, Hohenshil & Singh, 2004; Huffman, Adler, Dolan, & Castro, 2005). Other researchers see it as a sign of organizational malfunctioning (Vigoda-Gadot & Ben-Zion, 2004) or an indicator of organizational ineffectiveness (Larrabee *et al.*, 2003). In

research, turnover intention had been used as a useful surrogate measure of actual turnover (Firth, Mellor, Moore & Loquet, 2004; Byrne, 2005; Knudsen, Ducharme, & Roman, 2006).

Francesco (2002: 285) maintains that turnover intention is often measured instead of actual turnover because according to the general theory of planned behavior, behavioral intention is a good forecaster of definite behavior. In particular, previous studies have positively confirmed that behavioral intention to leave is steadily correlated with turnover (Mobley *et al.*, 1978 & Newman, 1974). Factors such as job dissatisfaction, organization mis-fit, job mobility, working environment, organizational culture and lack of value-goal congruence triggers turnover and intentions to leave. Increasing job satisfaction and organizational commitment are good strategies for reducing turnover intention (Cohen & Golan; 2007: 1).

Mobley (1977) argues that, leaving the organization is the next coherent step after experienced dissatisfaction and that of turnover intentions. According to Wanous (1979), the motive for job dissolution was also solicited from both the employee and employer and is categorized as either voluntary or involuntary. Turnover intention is a tendency, for example if there is turnover intention tendency in an organization, therefore the company must find out the problems. Turnover intentions or intentions to leave a job are seen to be the best predictors of actual turnover (Griffeth *et al.*, 2000).

There are other factors that may lead to employees experiencing turnover intention which are job satisfaction, organization commitment, environments, etc. According to Bauer *et al.* (1998), intentions are important outcomes of socialization. Therefore, if employees intend to leave the organization it means the organization did not meet their demands.

## 2.5 Components of turnover intention

The review of the literature shows that turnover intention is defined as employee's willingness or attempts to leave the current workplace voluntarily (Sablinski, Lee, Mitchell, Burton & Holtom, 2002; Vigoda-Gadot & Ben-Zion, 2004). The literature review also indicates that turnover intention is a multi-stage process entailing of three components which are psychological, cognitive and behavioral in nature (Takase, 2009: 4). Various forms of adjectives and adverbs were also used to characterize the intensity of turnover intention.

### 2.5.1 Psychological

Turnover intention is seen as a psychological response to negative aspects of organization's or jobs (Chiu *et al.*, 2005 & Susskind, 2007). Psychological responses were believed to trigger employee's emotional and attitudinal withdrawal reactions. These emotions and attitudes included frustration and dissatisfaction with organizations (Houkes *et al.*, 2003; Vigoda-Gadot & Ben-Zion, 2004). Moreover, they included an affectively neutral form of organizational attachment (McDuff & Mueller, 2000) and employees evaluation of future organizational commitment (Sturges & Guest, 2001; Robison & Pillmer, 2007). Overall, the psychological component of turnover intention was seen as the starting point of the multi-stage turnover reaction (Takase, 2009: 4).

### 2.5.2 Cognitive

According to Chang, Du & Huang (2006) the psychological component is seen as the starting point of turnover intention while the cognitive component is seen as the core of turnover intention. Many researchers characterize turnover intention as a cognitive manifestation of the decision to leave, hence the term was used interchangeably with withdrawal cognition (De Coninck & Stilwell, 2004). In other words, turnover intention is also defined as the final cognitive step leading to actual turnover (Bigliardi, Petroni & Dormio, 2005; Hang-yue, Foley & Loi, 2005; Lambert, Hogan & Barton, 2001).

The cognitive component of turnover intention has two subcomponents, namely; the "intention", and the verb "to" immediately following after the word intention. In some literature, the "intention" is interpreted as a desire (Harris *et al.*, 2005 & Susskind, 2007) or thought (Dick *et al.*, 2004; Chiu, Chien, Lin & Hsiao, 2005; Castle, Engberg, Anderson, & Men, 2007) which could activate behaviors leading to turnover. Intentions are considered hypothetical in nature (Allen, Weeks & Moffitt, 2005). In other literature, "intention" had stronger connotations. For example, "intention" was thought of as a decision or a plan to leave the current position.

### 2.5.3 Behavioral

Another component that formed the core of the process of turnover intention was withdrawal behavior. As in the intention to of the cognitive component, withdrawal behaviors were also categorized into two groups: withdrawal from the current job, and actions oriented to future opportunities (Takase, 2009: 5). The manifestations of withdrawing from jobs were behavioral

and/or verbal. The behavioral manifestations included employees daydreaming during work (Chiu *et al.*, 2005 & Susskind, 2007), being less enthusiastic at work (Cohen & Francesco, 2000), coming in late (Harris, Kacmar, & Witt, 2005) and being absent from work (Krausz, Koslowsky & Eiser, 1998). The verbal manifestation consisted of stated or expressed intentions to leave jobs (Freund, 2005). The future-oriented behaviors comprising the facets of turnover intention were the actualization of employees' cognitive intentions (Takase, 2009: 5). These behaviors were operationalized as the actual job search (Brough & Frame, 2004; Maude & Manias, 2005 & Castle et al., 2007) and willingness to take an alternative job when available (Geurts *et al.*, 2007). These behaviors were often operationalized to explore employee's turnover intention (Takase, 2009: 5).

## **2.6 Suggested conceptual models of employee turnover**

One of the earliest and perhaps most influential integrative models of employee turnover was introduced by March and Simons (1958). They studied turnover in relation to factors affecting perceived desirability and ease of movement within the labour force. Subsequently, the study of turnover in various contexts and the development of turnover models has burgeoned (Price, 1977; Mobley, 1977, Mobley, Griffeth, Hand & Meglino, 1979; Jackofsky, 1984; McBey & Kawakowsky, 2001). As early as 1977, Price published an extensive review and codification of the turnover literature. He presented a model of the determinants and intervening variables associated with turnover. Price (1977) defined the primary determinants of turnover as pay level, integration, instrumental communication, communication and centralization. In the same year, Mobley (1977) developed his intermediate linkages model that drew attention to a number of critical sources of influence. His model focuses on turnover as a process and questions the role of satisfaction as the immediate precursor of turnover. Then, in 1979, Mobley expanded his model of the employee turnover process. His amended model suggests that there are four primary determinants of intentions to quit and subsequently result in turnover (i) job satisfaction-dissatisfaction: (ii) positive expectation about future role in the organization: (iii) expectation of finding an attractive job external to the present organization and (iv) non-work values and contingencies.

In 1982, Mobley again produced a simplified model of turnover determinants. He used the term "determinant" in a generic sense to describe any variable potentially related to turnover

which could be direct, indirect, causal or co relational. The determinants identified were organizational variables, external economy, individual non-work and work related variables. In 1984, Jackofsky further contributed to the literature with his integrated process model of turnover. He reviewed previous research on labour turnover and integrated job performance in the process of turnover. Hom and Griffith (1995) studied turnover using a meta-analysis model. However, regardless of which turnover model is considered, much of the research has drawn attention to four sources of influence on turnover (McBey & Kawakowsky, 2001). The four influences highlighted are: (i) work-related attitudes (push factors), (ii) external environment factors (pull factors), (iii) individual characteristic factors, and (iv) job performance factors. This turnover model has continued to shape the thinking of the turnover literature today. It can thus be seen that the causes and correlation of employee turnover have been studied from many different perspectives. Researchers have consistently linked a number of variables to turnover. Previous research has established a positive relationship between absenteeism and voluntary turnover and a negative relationship between job performance and turnover (Morrow et al., 1999). Among the probable causes of turnover, pay was often cited as the reason for leaving (Hinkin & Tracey, 2000; Rowley & Purcell, 2001; Luna-Arocas & Camps, 2008 )

## **2.7 Predictors of Turnover intention**

### **2.7.1 Demographic factors**

The literature also highlights a number of demographic variables that may influence the intention to leave a job. A review of some of the variables are presented below.

#### **A.) Age**

Age has been identified as a factor that may influence quitting behavior. For example Elangovan (2001) suggested age affected job attitudes and turnover intention. According to Hellman (1997), an older employee was more likely to possess a lower degree of mobility. He further explained older employees were more concerned with the formal and informal benefits at a workplace than their younger counterparts. Bloomme et al., (2008), in their study on psychological contract and turnover intention among highly educated employees in the hospitality industry, commented that not much attention has been paid to the relation between age and related phase in the life course. There are three stages of adulthood and Bloomme et al., (2008, p.11) stated: “The early adulthood stage (22-32 years) can be described as the age in

which founding a family and building a career are the main themes. In the middle adulthood stage (33-44 years), more attention is given to family life and the education of children. The value of having a career decreases, and the importance of work pleasure, social recognition and self-actualization grows. In the late adulthood stage (45 – 65 years), besides work pleasure, the balance between autonomy and interdependency becomes more important.”

In other cases, Wood (1997) mentioned that in the hospitality industry and specifically in hotels, experience is important to obtain promotion. Therefore, it is common for younger employees to move frequently between hotels to accumulate experience. To summarize, a younger employee is more likely to have a higher intention to leave the job when compared to older employees.

## **B.) Gender**

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

Khatri et al., (2001) state that males are more likely to quit than females because the traditional belief that males are the breadwinner for the family still persists.

## **C.) Marital status**

Marital status also plays some role in predicting an employee’s intention to leave a job. However, there is inconsistent evidence on the influence of marital status in explaining turnover intention. Hom and Griffeth (1995) stated managers who are married showed a lower intention to leave a job compared to an unmarried manager. The primary reason for this is that

being married usually increases manager's financial requirements, thereby serving as a situational constraint. The other reason was due to locational considerations. In general, a married employee chooses to remain in the same company rather than move to a different location because they do not want to force their spouse to move. On the other hand, inter- role conflict between work and family may influence turnover intention (Hom & Kinicki, 2001). Married employees have to balance work and family commitments with family and a lack of time and energy to participate in family activities may also encourage an employee to leave his/her job.

#### **D.) Presence of children**

There is no published literature on the influence of children on the intention to leave a job. The author speculates that employees with young children tend to have a higher intention to leave a job compared to employees with an absence of children. This is due to the commitment to look after young children.

#### **E.) Education background**

According to Carbery et al., (2003), employees with lower educational attainment have relatively less turnover intention than more educated employees. Wong et al (1999) agreed with this when they stated educated employees are better informed of the alternative opportunities in the labour market. The other reason educated employees tend to quit more often compared to less well educated ones is because educated employees are often more demanding and critical about their jobs. Cotton and Tuttle (1998) suggested the more educated are the employees, the higher is the frequency of them considering leaving their present job.

#### **F.) Length of employment**

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

al., (2000) found employee tenure was negatively related to turnover (-0.20) suggesting that an employee who stayed longer in one organization were less likely to quit.

### 2.7.2 PERSONAL FACTORS

Individual factors leading to turnover intentions refer to the personal characteristics of an employee. These characteristics could be those which are ingrained in the individual, such as personality, or those which are learnt, such as skill, ability etc. Studies indicate that various cognitive and non-cognitive factors do influence, directly or indirectly, an employee's intention and then finally the decision to actually quit the organization. Stagner (1948) defines personality 'as the organization within the individual of those perceptual, cognitive, emotional and motivational systems which determine his or her unique responses to the environment'. Friedman & Rosenman's (1959) theory of Type A & Type B personality motivated researchers to unearth the relationship between personality and turnover intentions among individuals. However, no significant relationship between personality and turnover intentions could be established (Dole et al., 2001).

However, further researches on personality traits showed a considerable relationship between dispositional traits and turnover intentions (Chiu et al., 2003). Here, dispositional traits may be understood as the orientation through which an individual evaluates and responds to a situation using a uniform and a constant way of thinking, feeling and behaving. Judge et al. (1977) have confirmed that dispositional traits of positive and negative affectivity can be considered as personality traits. The study provided evidence indicating that positive affectivity is negatively associated with turnover intention whereas negative affectivity is neither positively nor negatively associated with turnover intentions.

Different studies bear out that personality influences the perception of an individual. Perception in turn may be defined as the process of obtaining, choosing, sorting, interpreting, checking and reacting to sensory stimuli or data (Pareek, 2008). Academics have tried to investigate the relationship between perception and employees intentions to quit the organization. Perceived organizational support (POS) is found to be a definite antecedent of employee turnover (Eisenberger et al. 1986). A further research on this issue confirmed that individuals scoring high on POS have a low tendency to look out for new jobs or accept jobs in other organizations (Eisenberger et al. 1990). Even though POS is found to be negatively associated with employee turnover intentions, the relationship established is minimal and

further research on this issue needs to be done (Allen et al. 2003; Griffet et al. 2000; Rhoades et al. 2001 Wayne et al. 1997).

### 2.7.3 Push Factors / Controlled Factors :

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

**I. Organizational Factors:** There are many factors which are attached with an organization and work as push factors for employees to quit. Among them which are derived from various studies are: salary, benefits and facilities; size of organization (the number of staff in the organization); location of the organization (small or big city); nature and kind of organization; stability of organization; communication system in organization; management practice and policies; employees' empowerment. There is another push variable called organizational justice. According to Folger & Greenberg (1985), organizational justice means fairness in the workplace. There are two forms of organizational justice: distributive justice, which describes the fairness of the outcomes an employee receives; and procedural justice, which describes the fairness of the procedures used to determine those outcomes.

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

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

**B.) Job stress** includes variables such as role ambiguity (e.g. my job responsibilities are not clear to me), role conflict (e.g. to satisfy some people at my job, I have to upset others), work-overload (e.g. it seems to me that I have more work at my job than I can handle) and work-family conflicts (e.g. my work makes me too tired to enjoy family life).

#### *2.8.4 Pull Factors (Uncontrolled Factors)*

Pull factors are those reasons that attract the employee to a new place of work. In some papers pull factors are named as uncontrolled factors because it is out of the control of organizations. Various pull factors derived from literature are: high salary, career advancement, new challenge and interesting work, job security, good location of company, better culture, life-work balance, more freedom/autonomy, well reputation of organization, vales, more benefits, good boss.

### **2.8 Impact of Turnover on Organizations**

Turnover of employees can have both positive and negative impacts on an organization. When the turnover is of an employee that is struggling in their work, or is a low performer, voluntary turnover may be a positive thing for the organization. However, when an organization loses a high performing employee through their resignation, the costs to the organization can be many. Financial costs incurred due to turnover will be as much as two times their annual salary on average (Kaye & Jordan-Evans, 2005). Other costs are not necessarily financial in nature.

These can be described as indirect costs and include impacts such as reduced service to clientele, lost business to competitors, reduced employee morale and increased turnover by remaining employees, and potential loss of future leadership (Griffith & Hom, 2001). Rousan and Henderson stated that “when county Extension agents voluntarily leave their positions, an interruption in the local Extension programming is likely to occur. Even if the position is filled quickly, the replacement agent will need time to become familiar with the local situation to effective” (Rousan & Henderson, 1996, p. 56). Dess and Shaw (2001) also studied the impact of voluntary turnover in regard to loss of social capital. Social capital occurs when positive relationships are built between individuals. When that relationship is broken due to voluntary turnover, organizational performance can be negatively impacted. Those negative impacts can be a result of lost skills, broken teams, and broken relationships with clientele and stakeholders.

## 2.9 Employee Motivation

When looking at the issues of employee turnover and retention, it is important to consider the influences of motivation. Work motivation is defined as a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration (Pinder, 2008). When an organization invests time, money, and other resources into employees who are not motivated to learn their job or perform the functions expected of them, that investment is wasted (Latham, 2007). There are three motivation theories that have withstood the tests of time and are considered as the best-known explanations for employee motivation. Those are Maslow's Hierarchy of Needs Theory, McGregor's Theory X and Theory Y, and Herzberg's Two-Factor Theory (Robbins & Judge, 2007).

### 2.9.1 Maslow's hierarchy of needs theory

Abraham Maslow introduced the hierarchy of needs theory in 1943. He proposed a sequential hierarchy of five basic needs. His theory was based upon the premise that higher-level needs are not important and are not manifested until lower-level needs are satisfied. The most basic needs of individuals are labeled as physiological needs and included such items as food, water, sex, sleep, and other bodily needs. (Cherrington, 1989). The next most important level of needs is safety. This included items such as security and protection from physical and emotional harm (Robbins & Judge, 2007). The third level of needs is social needs. This level of need included affection, love, and belongingness (Cherrington, 1989). The fourth level of needs is esteem needs. This level included self-respect, status, prestige, and recognition (Cherrington, 1989). The highest level of need is self actualization. Self-actualization is the drive to become what one is capable of becoming and achieving their potential (Robbins & Judge, 2007). The needs represented by Maslow's hierarchy can be applied to the work environment as a way to motivate employees. Pay and work hours can contribute to satisfying physiological needs. Safe working conditions, company benefits and job security help fulfill safety needs. Friendly supervision, and professional associations relate to social needs. Job title and social recognition help fulfill esteem needs.

Finally, a challenging job, opportunities for creativity and advancement in the organization can fulfill self-actualization needs (Cherrington, 1989). The challenge for organizations is to consider these employee needs as they implement organizational practices.

## 2.9.2 Theory x and theory y

In 1960, Douglas McGregor proposed that employees are passive or even resistant to organizational needs unless there is some kind of intervention by management. This is known as Theory X. Theory X suggests that by nature, people dislike work, that they must be forced into achieving goals, that they will avoid responsibilities, and display little ambition (Robbins & Judge, 2007). Theory Y, on the other hand, is a more positive view and is based upon the assumptions that employees can view work as being as natural as work or play, that they will exercise self-direction if they are committed to objectives, that the average person can learn to accept and even seek responsibility and that many employees throughout an organization have the ability to make innovative decisions and not just those in management roles (Robbins & Judge, 2007). Although he proposed both views, McGregor believed that Theory Y assumptions were more valid than Theory X. From an employee motivation perspective, organizational practices such as participative decision making and responsible and challenging jobs could be successful techniques.'

## 2.9.3 Herzberg's two-factor theory

In 1959, Frederick Herzberg introduced the two-factor theory, also known as the motivation-hygiene theory. This theory states that there are certain that were related to the content of the job that provided satisfying experiences for employees. These factors are called motivators and included achievement, recognition, the work itself, responsibility, advancement, and growth. The other part of the theory was that there are non-job-related factors that can cause dissatisfying experiences for employees. These factors are called hygiene factors and include company policies, salary, coworker relations, and style of supervision (Steers & Porter, 1991). The application for behind this theory for management is that by removing dissatisfying hygiene factors, peace in the workplace may be realized, but it will not serve as a motivator for the employee. In order to motivate employees, they should be offered opportunities for promotion, recognition, responsibility, personal growth and achievement (Robbins & Judge, 2007).

## 2.10 Definition of job satisfaction

Job satisfaction is defined as the difference between the volume of some respected consequences a person obtains and the amount of that outcome the person thinks he/she should

obtain (Gobler, 2000). According to Spector (1997) “job satisfaction is the degree in which people like their jobs”. Rue and Byars (1992) refers to job satisfaction as an individual’s mental state about the job; while Robbins (2003) defines job satisfaction as an individual’s broader approach towards his employment. Robbins further states that, job satisfaction is when an individual is pleased with his job because it is something he needs to do and he is remunerated accordingly in that work. This simply means that a person with high job satisfaction levels will embrace positive spirits towards the job and a person who is dissatisfied will hold and embrace negative spirits towards his work.

In terms of equity, job satisfaction is defined as the difference between the rewards employees is setting to obtain and what they expect to receive (Robbinson *et al.*, 2003:16). According to Kreitner & Kinicki (2001) job satisfaction is an emotional reaction towards various surfaces of one’s job.

## 2.11 Theories of Job Satisfaction

Over the years, researchers have developed a number of theories in an attempt to explain job satisfaction. According to Mullins (1996: 520), motivation is a process which may lead to job satisfaction. He further reflects that there is no clarity on the relationship between motivation and job satisfaction; it can be demonstrated by means of the motivational theories.

Calder (2000) illustrates that motivational theories can be categorized into two groups such as **content theories and process theories**. Mullins (1996: 520) describes content theories of motivation as explicitly correlated to job satisfaction and assume a direct relationship between job satisfaction and improved performance. Process theories intend in more detail the affiliation between motivation, satisfaction and performance. these are lists of content theories: Maslow’s needs hierarchy theory, Herzberg’s two factor theory, ERG theory, Two factor theory and McClelland’s achievement and motivation theory. Process theories that will be attended will involve: Value percept theory and Equity theory.

These theories of motivation are important to consider in the context of job satisfaction, since they provide one with important clues as to the sources of job satisfaction discussed in the subsequent section.

### 2.11.1 Content theories

Aamodt (2004) describes job dissatisfaction arising from a discrepancy between what

employees want, value and expect and what the job actually provides. If there is an inconsistency between what employees need and what the job compromises, it leads to job dissatisfaction. Theories such as Maslow's hierarchy of needs theory, ERG theory, Two-factor theory and McClelland's needs theory mainly focuses on employees' needs and values (Aamodt, 2004; Robbins *et al.*, 2003).

### 2.11.2 Process theories

Process theories attempt to clarify job satisfaction by considering at expectancies and values (Gruneberg, 1979). These theories of job satisfaction advocate that worker's choose their behaviors in order to encounter their needs. Within this framework, Adam's (1963) and Vroom (1982) have become the most noticeable theorists.

the impression that the conduct of employees can be changed by persuading their goals and targets. This theory believes that, when employees are pursuing their goals and targets within an organization it might have a positive influence in their behavior.

## **2.12 Empirical studies on employee turnover intentions**

### **Determinants of Employees intention to leave: A Study from Pakistan**

The Islamia University of Bahawalpur, Pakistan department of Management Scinece lecturers (2014) conducted a study and visited numerous local organizations in both government and private sectors in Bahawalpur,Punjab, Pakistan and observed the causes of turnover. The aim of their research paper was to discover the existing reasons of turnover, adverse affects, and possible results that could be useful for their productivity and market shares. Descriptive methods were used to provide information on current situation.

In order to collect the data for understanding the situation about intention to leave a sample of 180 respondents were asked to participate in a self-administered questionnaire out of which 160 were returned.

Their results showed that job stress had a significant positive relationship with turnover intentions, enhanced organizational commitment and job satisfaction contribute most to the reduction of intention to leave the organization. Employee satisfaction had a strong negative relationship with turnover intentions. Their result also showed that the right person for organization is closely linked to job satisfaction, job performance and turnover intension. Many findings have shown that recruiting the person who appropriately fits the organization and job specifications would have low rates of absenteeism and turnover intensions.

**Drivers of Turnover Intention in Public Sector Organizations:  
Pay Satisfaction, Organizational Commitment and Employment Opportunities**

The study was conducted by *Tamkeen Saleem and Seema Gul*(2013) to examine the relationship of Pay Satisfaction, organizational commitment and perceived employment opportunities with Turnover intention and pay satisfaction with organization commitment. The instruments used to measure the variables of the study were Demographic Data Sheet and Pay Satisfaction scale, Organizational commitment scale and turnover intentions scale. The sample consisted of 90 employees (39 Males and 51 females) from public sector organizations of Islamabad. It was hypothesized that higher the pay satisfaction lower will be the turnover intention and higher the organizational commitment lower will be the turnover intention. It was also hypothesized that higher the pay satisfaction higher will be the organizational commitment. It was also hypothesized that higher the perceived employment opportunities higher will be turnover intentions. In order to determine the relationships, results were analyzed by the use of Pearson Product Moment correlation coefficient. The overall results revealed significant relationship between the variables and supporting all the hypotheses.

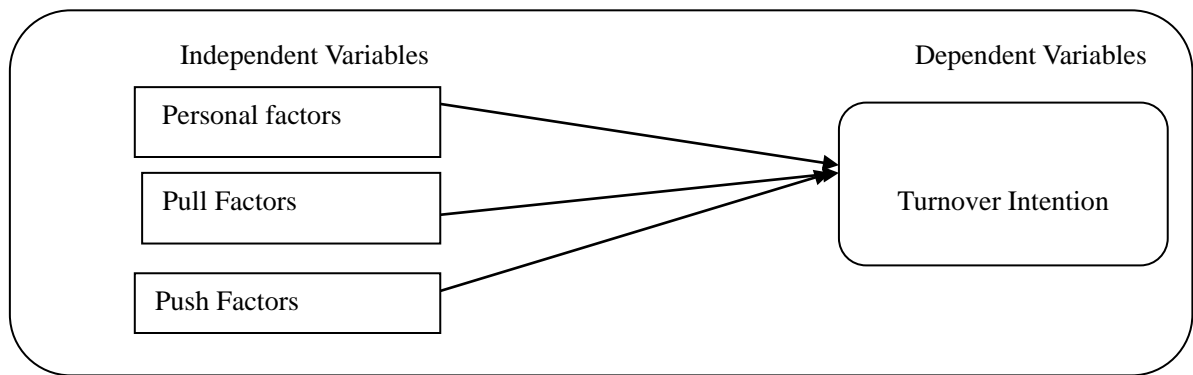
**An Empirical Study of Turnover Intentions in Call Centre Industry of Pakistan**

Muhammad Aamir Shafique Khan, Jianguo Du (2014) conducted a study to understand the factors that directly affect the turnover intentions in call center industry of Pakistan. Quantitative approach is used for this study. Data of all variables is collected through questionnaires. Sample size of 137 call centre agents from call centre industry of Pakistan were used to examine relationship between turnover intentions, workload, compensation and benefits and job conditions as well. Various factors manipulate turnover intentions, including: workload and type of work, salary and other benefits, Organizational climate and culture, supervision and interpersonal relationships, position, sovereignty, job conditions, entirely environment in the call centers, the nature of tasks to be performed and job outcomes.

## 2.13 THEORETICAL FRAMEWORK

This research study has mainly three independent variables namely personal factors, pull factors and push factors and one dependant variable i.e. turnover intention. The purpose of the study (as mentioned above) is to find out the relationship between independent variables and dependent variable. Moreover, to see to what extent personal, pull and push factors contributed in the employees' turnover intention in Ministry of Agriculture and which factor contribute significantly.

**Figure 1 Theoretical Framework**



## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.1 Research Design**

This research examined the effect of personal, pull and push factors on employee turnover. A quantitative method is used to assess personal, Pull and push factors associated to turnover intention.

#### **3.2 Assumptions and Variables**

##### **3.2.1 Dependent Variable**

Turnover intentions, the dependent variable of the study, is assessed using three independent variables, personal, Pull and Push factors. The statements or items in the instrument measure the probability of staff's intention to leave and each item is represented with five point Likert response scale to indicate their likelihood of leaving the organization in the near or distant future. 2 questions were asked in relation with intent to quit. A higher score indicates a higher intention to leave the organization.

##### **3.2.2 Independent Variables**

Personal, pull and push factors were the independent variables in the study. Personal, pull and push factor were measured using the five points Likert Scale from strongly disagree to strongly agree. Personal factors is consisted of 9 questions; pull factor 13 questions, and push factor had 16 questions.

#### **3.3 Method of Data collection**

The major concern of this study would be to identify the determinant factors of employee turnover intention. So, the method that could be employed to investigate this problem is a descriptive survey approach for it allowed the researcher to explore a wider range of factors.

##### **3.3.1 Sources of data**

The major sources of data for this study would be listed as follows;

Primary Data

- ❖ Questionnaire

#### Secondary Data

- ❖ Earlier Research work
- ❖ Different Scholarly reviewed literatures, books and journals
- ❖ world wide web is also used.

### 3.4 Study Population

The population for this study would be Ministry of Agriculture employees starting from the top level management employees up to lower level management employees took part in the study. Employees who are not permanent is not included in the study despite there is more or less the same problem faced in relation with turnover of project employees in our ministry, this study only focused on permanent employees.

### 3.5 Design and technique

The target population is defined as the entire group a researcher is interested in. The target populations in the research would be covered from managerial employees to operational employees. Convenience sampling would be used as sampling technique. Convenience sampling is referred to the collection of information from members of the population who are conveniently available to provide it. Convenience sampling is most often used for research because it is the best way of getting some basic information quickly and efficiently.

### 3.6 Sample size determination

The sample size that I took would be 310 respondents which is indicated below in table 1 from the total population of 1600 employees. **Small Sample Techniques. The NEA Research Bulletin, Vol.38 December, 1960), P 99.** All Respondents are working in Ministry of Agriculture under different directorates. The total sample size distributed to those employees would be through Convenience sampling method.

Table 3 Determining sample size from a given population

10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—N is population size.

### 3.7 Research Instrument

#### 3.7.1 Questionnaire Design

Questionnaire is used to collect data about different factors that can determine turnover intent. The questionnaire consisted of five parts. The first part explored respondents' personal profiles; including gender, age, educational level, and current position and others; this part would primarily designed to understand the demographic characteristics of respondents and to include them as controlled variables in study model.

The second part is a personal factors (**the main factors that intend employees to resign or switch to new job?**) using a five-point scale ranging from strongly agree (higher score) to strongly disagree (lowest score) consisted of 9 statements. The third part is pull factors (**What are the main factors that attract (pull) employees to switch to new job**) comprised 13 statements. The fourth part is a push factors (**What are the main factors which push employees to leave your present jobs?**) consisted of 16 statements. The fifth part contained 2

statements regarding respondents' intention to leave. For both of the third and fourth parts, a five-point scale ranging from strongly agree to strongly disagree would be used. The ratings within each construct are summed and divided by the total number of items in that particular construct. The questionnaire is standard questionnaire but the researcher changed some of the questions and pre-tested.

### **3.8 Data Collection Procedures**

For quantitative survey data would be collected using structured questionnaire developed based on related studies. The data would be gathered from 310 sampled respondents and presented by tables & graphs. descriptive data analysis method is applied using statistical software, SPSS (Statistical Package for Social Science version 20). The data that would be analyzed by such statistical methods would be interpreted accordingly.

### **3.9 Data analysis procedures.**

Quantitative data is entered and exported to SPSS version 20 software package for analysis. It would be cleaned and analyzed based on the objectives of the study using the already planned explanatory and response variables using the mentioned computer software. Frequency distribution, percentage, mean, standard deviation and also inferential statistics like Pearson correlation coefficient (used to ascertain whether there is a statistically significant relationship exists between independent variables and dependent variables) were used to present results of the data analysis. Data would be analyzed to determine the level of turnover intention of employees.

#### **3.10 Reliability statistics for turnover intention (n=286)**

Reliability refers to the precision of measurement scores, or how accurately such scores will be reproduced with repeated measurement. Reliability assessment is done using Cronbach's Alpha coefficient and the results have exceeded the threshold (.70) for all the variables of turnover intention. The Cronbach's alpha for the total of all the facets became (.897) which shows that the scale for the study is consistent.

Table 3.2 Reliability Statistics

<b>CRONBACH'S ALPHA</b>	<b>N OF ITEMS</b>

.897	40
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### **3.11 Ethical issues**

Ethical clearance was secured from Addis Ababa University, School of Commerce department of Business Administration and Information System. An official letter was written from the School to the Ministry. The purpose of study was explained to the study subjects & participation was voluntarily and they can withdraw from the study at any time without explanation and without penalty or loss of benefit. The right of each respondent to refuse or answer for few or all questions was respected. Omitting names of the study subjects from the questionnaire help to assure confidentiality of the information and maximum effort was made to maintain privacy of the respondents. The right and autonomy of all participants were respected.

## Chapter Four

### Results and Discussion

This chapter presented and discussed the main findings of the study. Under this topic, demographic profile of respondents, employee turnover intention analysis ( by frequency, mean, graphs and chart) are presented. correlation analysis(Pearson correlation coefficient) were used to find out the relationship between dependent variable (Turnover Intentions) and independent Variables(Personal, Push and Pull Factors).

#### 4.1 Respondents' Profile:(By gender, age, marital status & no of children )

A total of 286 employees were included in the study with a response rate 92.3%. Most of the respondents relatively were males 161 (56.3 %) and 125 (43.7 %) were females. Out of 286 participants, 58 (20.3 %) belong to age group of 18-29 years, 77(26.9 %) to age group of 30-39, 84 (29.4 %) to age group of 40-49 years and 67 (23.4 %) to age group of 50-59. This showed that most of the employees are younger. it is believed that younger employees bring potent energy, derive, and enthusiasm to your company and they want also to be challenged and are confident that they can achieve whatever they put their minds to. out of 286 respondents 179(62.6% )were married, 97(33.9 %) were unmarried and also 10 (3.5 %) were divorced. Out of 286 respondents 159(55.6 %) having children between 1-3, 27 (9.4 %) having children between 4-6, and 5 (1.7 %) having children between 7-10 and 1(0.03%) above 10 Children, 161(56.3 %) having no children. Detail of respondents profile is given below.

Table 4.1 – Respondents profile (by Gender, Age, Marital Status and No of Children)

Variable		Frequency	Percent
Gender	Male	161	56.3
	Female	125	43.7
	Total	286	100.0
Age	18 – 29	58	20.3
	30-39	77	26.9
	40-49	84	29.4
	50-59	67	23.4
Marital	Married	179	62.6
	Unmarried	97	33.9

	Divorced	10	3.5
No of Children	1-3 children	159	55.6
	4-6 children	27	9.4
	7-10 children	5	1.7
	Above10 children	1	.3
	No children	161	56.3

## 4.2 Respondents' Profile:(By education ,experience, tenure, salary and job grade)

Out of the total of 286 employees filled the questionnaire, The qualifications of participants are presented in table 2. Of all the respondents 3 (1 %) were PhD holders, 40(14 %) were Masters Degree holders, 94(32.9 %) were Degree holders, 68(23.8%) were Diploma holders ,76 (26.6% ) were 10/12<sup>th</sup> complete, 5 (1.7%) were others. This data showed that almost most of the employees who filled the questionnaire are well-educated and this are the employees who are performing the organizations core activities too. In the category of experience, 20 (7 %) having experience of less than 3 years, 28 (9.8 %) having experience of 3-5 years, 47 (16.4 %) having experience of 6-10 years , 49 (17.1%) having experience of 11-15 and 142 (49.7%) having experience of above 15 years. from this the researcher understood that most of the respondents are highly experienced and stayed in their organization for many years but this not mean that there is turnover, additional study is needed. Out of 286 respondents 20 (7 %) were junior Expert, 64 (22.4 %) were Middle level Expert, 79(27.6%) were Senior Expert , 13 (4.5 %) were Director, and 10 (38.5) were others . this data indicated that almost all employees beginning from the director to lower layer employees were involved in the study, and this might give a good result of study and full representation of respondents. Detail of respondents profile is given in Table 2.

Table 4.2 – Respondents profile (by education, experience, salary, tenure and job grade )

Variable	Frequency	Percent	
level of education	12/10 complete	76	26.6
	Diploma	68	23.8
	Degree	94	32.9
	master degree	40	14
	PhD.	3	1
	Others	5	1.7
total experience	less than 3 years	20	7
	3-5 years	28	9.8

	6-10 years	47	16.4
	11-15 years	49	17.1
	above 15 years	142	49.7
Salary(in birr)	582-1743 birr	78	27.3
	2008-2628 birr	83	29
	3001-3909 birr	54	18.9
	4401-5731 birr	61	21.3
	Others	10	3.5
tenure in current organization	less than 3 years	53	18.5
	3-5 years	52	18.2
	6-10 years	42	14.7
	11-15 years	48	16.8
	above 15 years	91	31.8
Job Grade	Junior expert	20	7
	Middle level Expert	64	22.4
	Senior Expert	79	27.6
	Director	13	4.5
	Others	110	38.5

#### 4.3 Results of Descriptive Statistics of personal factors

In order to find out employees turnover intention, 9 questions belonging to their personal life which may intend them to quit job were asked. The descriptive statistics of these questions is given in Table 3.

**Table 4.3** Descriptive Statistics (Mean and SD of Sample of Personal Factors)

No.	Variable	Mean	Std. Deviation	N
1.	Health Problem	2.4825	1.42091	286
2.	Family Problem	2.4196	1.34771	286
3.	problem of Children education	2.3741	1.25791	286
4.	friends/relatives changing jobs	2.3252	1.27425	286
5.	plan to start a business	3.2727	1.58803	286
6.	not liking personality of my boss	2.6678	1.39855	286
7.	what i expect from my present job are not available	3.3217	1.41472	286
8.	want to live with my family as my organization is located in other area	2.5594	1.33310	286
9.	unable to follow organization timing, rules and regulation	2.2063	1.29348	286
<b>Total</b>	<b>Turnover Intention</b>	<b>2.62</b>	<b>1.36</b>	<b>286</b>

The arithmetic mean of the personal variables of the study indicates the probability of staff's intention to leave. For the variables the highest value that describe a higher intention to leave

the organization is 5 where as the lowest value to describe intent to quit is 1. The mid-point of the scale is 3 which indicate neutrality (neither intent to quit nor stay in the organization).

The respondents were slightly agreed only with the two facets of personal factors i.e. that they are intended to quit job because of plan to start a business (mean 3.27 & SD 1.58) and unrealistic expectation (employees quit job because the organization did not meet their expectation) (mean 3.32 & SD 1.41). However, they were not agreed to the seven facets of personal factors i.e. they are disagreed to quit job because of health problem (mean 2.48 & SD 1.42), Family related problem (mean 2.41 & SD 1.34), because of children education (mean 2.37 & SD 1.25), their relative are changing jobs (mean 2.32 & SD 1.27), not liking personality of boss( mean 2.66 & SD 1.39), family living in other area (mean 2.55 & SD 1.33) and unable to follow organization rules (mean 2.20 & SD 1.29). The overall, employees were slightly disagree to quit job because of personal factors (mean 2.62 & SD 1.36).

#### 4.4 Results of Descriptive Statistics of pull factors

In order to find out employee turnover intention, 13 questions belonging to pull factors of which may intend them to quit job, were asked. The descriptive statistics of these questions is given below.

**Table 4.4 Descriptive Statistics (Mean and SD of Sample of Pull Factors)**

No.	Variable	Mean	Std. Deviation	N
1.	high salary	3.9720	1.35566	286
2.	Career advancement/Promotion	3.9685	1.23219	286
3.	Job Security	3.5490	1.34401	286
4.	Organization located in good city	3.1853	1.23285	286
5.	More Freedom and autonomy	3.4930	1.25863	286
6.	More Respect and Values	3.4231	1.30560	286
7.	Good Organization culture	3.4615	1.30730	286
8.	More financial benefits	3.5769	1.32692	286
9.	Less Work load	2.7614	1.18941	285
10.	High education opportunities	3.6119	1.32707	286
11.	Availability of good education for children's	3.2343	1.25838	286
12.	Good organization support	3.4650	1.25817	286
13.	Well reputation of organization	3.2587	1.21807	286
	<b>Turnover Intention</b>	<b>3.45</b>	<b>1.27</b>	<b>285</b>

The arithmetic mean of the personal variables of the study indicates the probability of staff's

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

The respondents were highly agreed to quit present job because of twelve pull factors: high Salary (mean 3.97 & SD 1.35), Career advancement/Promotion (mean 3.96 & SD 1.23), job Security (mean 3.54 & SD 1.34), High education opportunities (mean 3.61 & SD 1.32), more financial support (mean 3.57 & SD 1.32), more respect and value ( mean 3.42 & SD 1.32 ), Good organization culture ( mean 3.46 & SD 1.30), more freedom & autonomy ( mean 3.49 & SD 1.25 ), good organization support (mean 3.46 & SD 1.25), and well reputation of organization (mean 3.25 & SD 1.21), availability of good education for children's ( mean 3.23 & SD 1.25) and location of organization in good city ( mean 3.18 & SD 1.23 ) . only one variable i.e less work load (mean 2.76 & SD 1.180) are not support (agreed) intention to quit the present job. Overall the employees were firmly agree to quit job because of pull factors (mean 3.45 & SD 1.27)

#### 4.5 Results of Descriptive Statistics of push factors

Push factors have also an effect on turnover intention, and 19 questions were asked to know whether employees are agree or not to quit job. The descriptive statistics of these questions is given in Table 33.

**Table 4.5 Descriptive Statistics (Mean and SD of Sample of Push Factors)**

No.	Variable	Mean	Std. Deviation	N
1.	less salary	4.0000	1.30317	286
2.	less fringe benefits	3.6294	1.24070	286
3.	job insecurity	3.1434	1.34441	286
4.	small organization size	2.5490	1.14680	286
5.	organization is located in small town	2.594	1.2268	286
6.	not according to my social status	2.6713	1.29926	286
7.	work environment is not good	3.3392	1.37917	286
8.	Lack of Motivation and encouragement for good work	3.61888	1.321161	286
9.	conflict among employees	2.8671	1.26068	286
10.	lack of recognition of Work done	3.3462	1.27146	286
11.	lack of freedom	3.0105	1.27178	286

12.	lack of career advancement	3.4860	1.38595	286
13.	more office work load	2.9371	1.25498	286
14.	no time for family	2.7448	1.24021	286
15.	bad behavior of boss	2.8462	1.40329	286
16.	no fairness and justice	3.2028	1.39955	286
Total	Turnover Intention	2.95	1.21	286

The arithmetic mean of the push variables of the study indicates the probability of staff's intention to leave. For the variables the highest value that describe a higher intention to leave the organization is 5 where as the lowest value to describe intent to quit is 1. The mid-point of the scale is 3 which indicate neutrality (neither intent to quit nor stay in the organization).

Table shows that The respondents were agreed to quit present job because of seven push factors: less salary (mean 4.00 & SD 1.30), less fringe benefits (mean 3.62 & SD 1.24 ), lack of motivation and encouragement (mean 3.61 & SD 1.32), lack of career advancement (mean 3.51 & SD 1.13), lack of recognition of Work done (mean 3.34 & SD 1.38), not good work environment( mean 3.33 & SD 1.37 ), no fairness and justice (mean 3.20 & SD 1.39)and job insecurity ( mean 3.14& SD 1.34 ) However, the employees were not agreed to quit the present job because of seven push factors: more office work load (mean 2.93 & SD 1.25), employee conflict (mean 2.86 & SD 1.26), bad behavior of boss (mean 2.84 & SD 1.40), no time for family (mean 2.74 & SD 1.24 ), Social status (mean 2.67 & SD 1.29 ), location of organization in small city (mean 2.59 & SD 1.22 ) and small organization size ( mean 2.54 & SD 1.14 ). Overall the employees were slightly disagree to quit job because of push factors (mean2.95 & SD1.2).

#### 4.6 Magnitude of each Personal Factors on Turnover Intention

**Figure 4.2 magnitude of personal factor on TI**

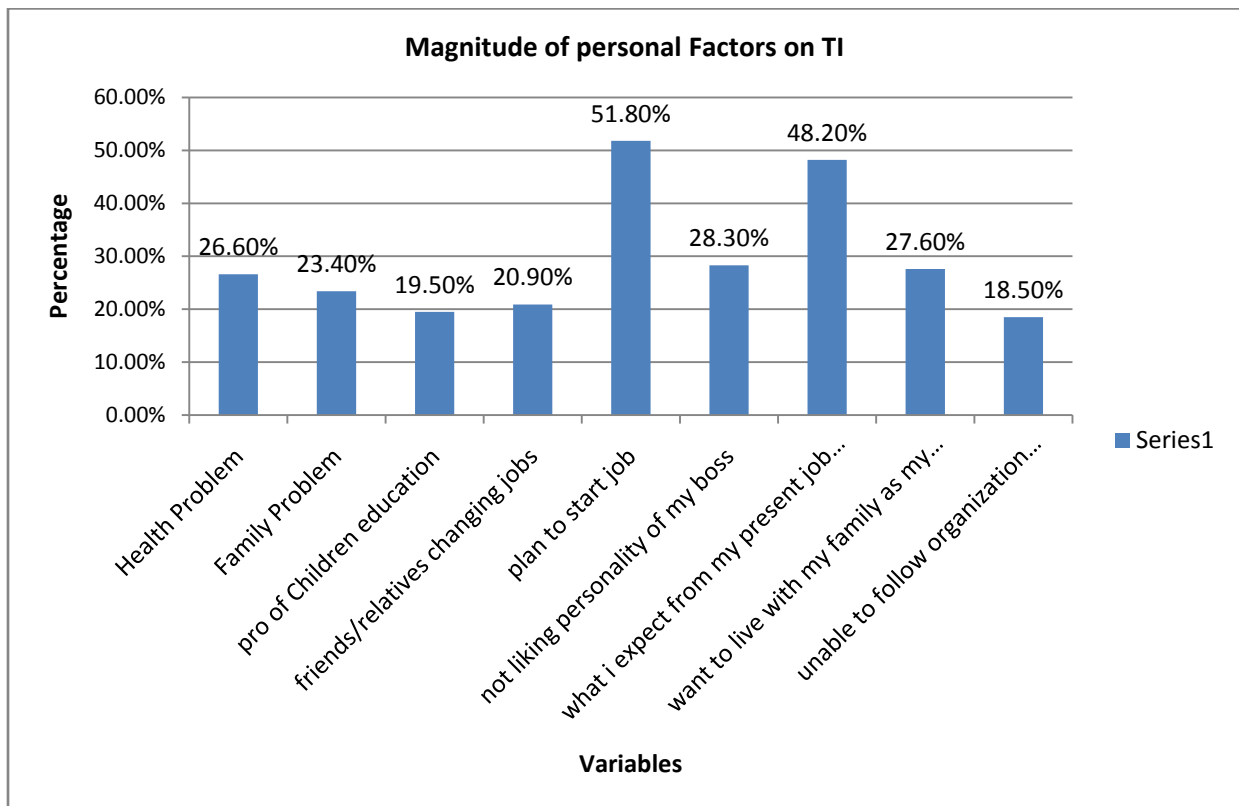


Figure 1 shows a graphical representation of each personal factor Variables degree of extent on turnover intention. 51.8 % of the respondents replied that they intend to quit their jobs because of plan to start a business, 48.2% of respondents are intended to quit their jobs

due to what they expect from their jobs are not available.28.3% of respondents answered that they have the intentions to quit their jobs because of bad personality of their boss.27.6 % of respondents are intend to quit their jobs as a result of want to live with my family as my organization is located in other area.26.6 % of respondents intended to quit due to health problems,23.4 % of respondents were to quit intended their jobs due to family related problems, 20.9 % responded that they intend to quit their jobs due to friends/relatives are changed their jobs. 19.5% of the respondents intended to quit their jobs due to problem of children education.

#### 4.7 Magnitude of pull factors on Turnover Intention

Figure 4.3 magnitude of pull factors on TI

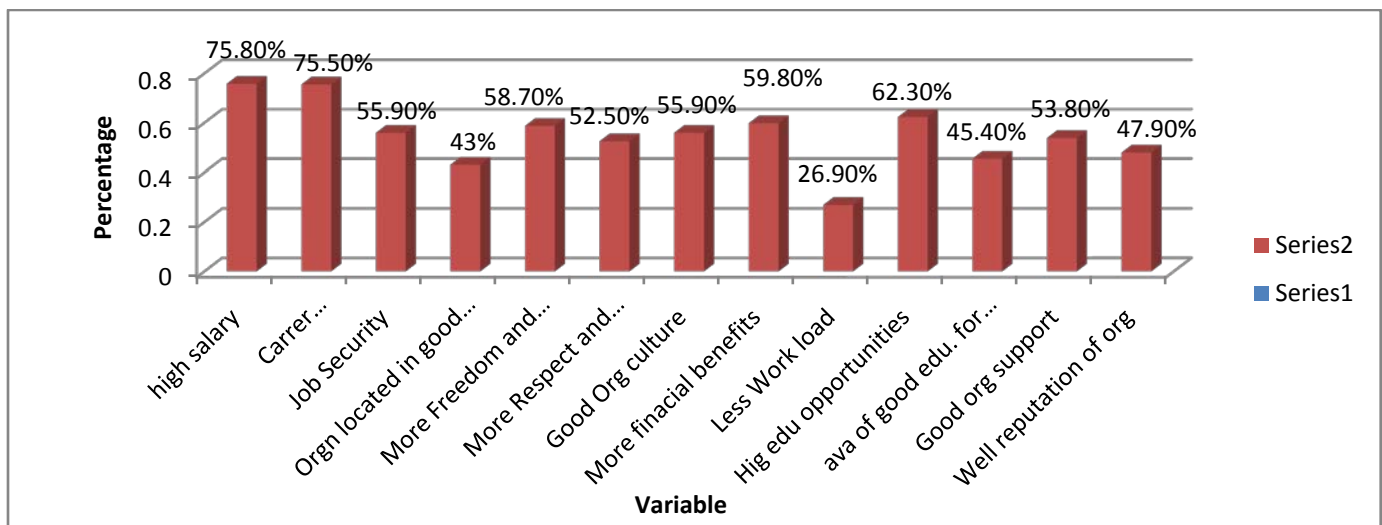


Figure 2 shows a graphical percentile data of pull factor Variables degree of extent on turnover intention.75.8 % of the respondents were answered that they intend to quit their jobs because of high salary ,75.5 % of respondents intended to quit their jobs due to carrier advancement/promotion,55.9 % of respondents answered that they have the intentions to quit their jobs because of job security,43 % of respondents are intended to quit their jobs as a result of organization located in good city, 58.7 % of respondents intended to quit due to more respect & value,52.5 % of respondents were intended to quit their jobs due to more respect and value, 55.9 % responded that they intend to quit their jobs as a result of good organization support,55.9 % of the respondents intended to quit due to more financial benefits.62.3% of respondents were intend to quit their jobs because of high education opportunities. 45.4 % of the respondents were replied that they have the intention to resign their jobs due to availability

of good education for children, 53.8 % of the respondents were replied that they intend to quit their jobs because of good organization support and 47.9% the respondents were agreed to quit their jobs due to well reputation of organization. This graphical data thoroughly depicted that most of the pull factors variables are determinant factors of turnover intention.

#### 4.8 Magnitude of each Push Factors on Turnover Intention

Figure 4.4 magnitude of push factors on TI

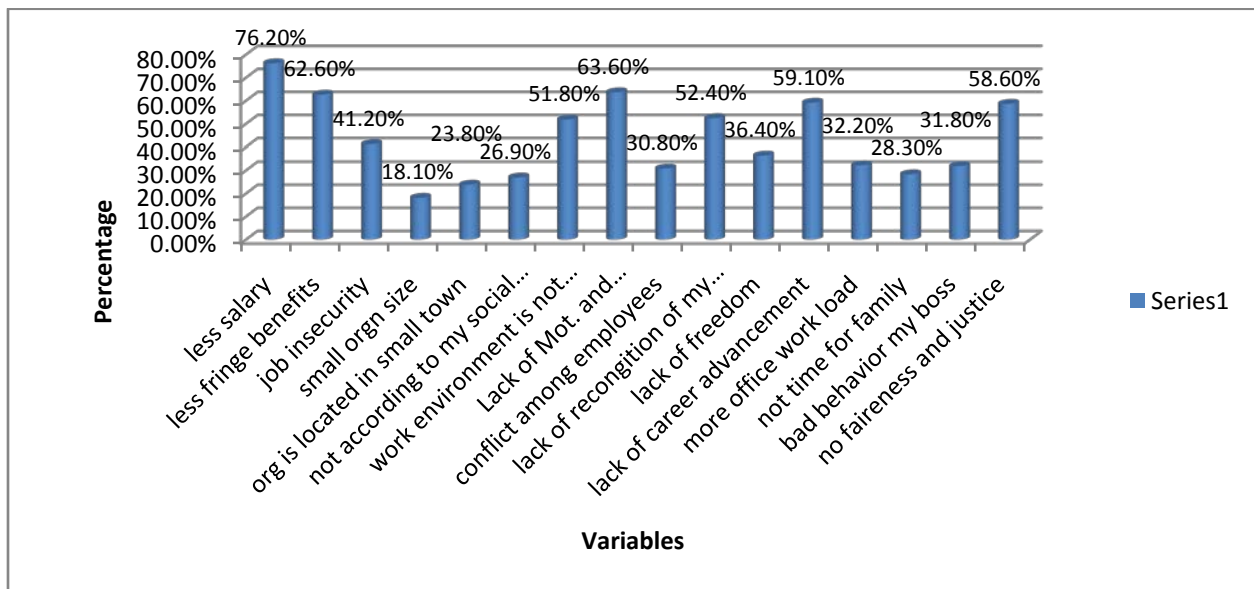


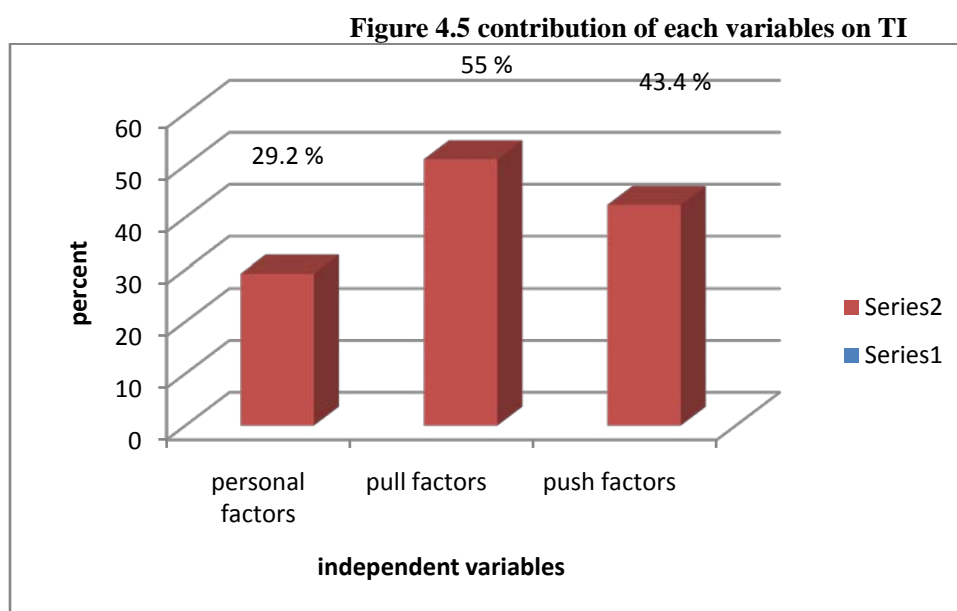
Figure 3 from the graph shown here above employees were replied to the different sixteen variables of push factors in relation with their turnover intent. 76.2% of the respondents were replied to quit their jobs due to less salary, 62.6 % of respondents answered that they have the intention their mind to quit their jobs because of less fringe benefits, 41.2% of respondents were intend to quit their jobs due to job insecurity, 18.1 % of responses were given by the respondent due to small organization size, 63.8 % of respondents were replied that they intend to resign their jobs because lack of motivation and encouragement for good work, 59.1 % of the respondents were replied that they intend to quit their jobs due to lack of career advancement, 51.8 % of the respondents were replied that they intend to change their jobs as a result of bad work environment, 58.6 % of the participants stated that they want to quit their jobs due to fairness and justice, 52.4 % of the respondents replied that they intend to resign

from their present job due to lack of recognition of work done, 36.4 % of the respondents were replied that they want to change their jobs due to lack of freedom, 31.8 % the respondents were answered that they intend to quit their jobs due to bad behavior of their boss, 32.2 % the respondents were replied that they intend to quit their present job due to more office work load. 30.8 % of the respondents were replied that they intend to quit jobs due to conflict arise among employees. The graph presented above explained that almost half of the push factors variables have a direct relationship with turnover intentions.

#### 4.9 Contribution of Pull, Push and Personal Factors on Turnover intentions.

The independent variable of this study (personal, pull and Push factors) contribution on the dependent variable (turnover intention) were presented by graphs to show which facet is significantly contributed more in turnover intentions. Figure 37 showed this below.

N.B the percentage result was found by summing up all the variables and divide by their total number to get the average of the respondents reply of “agree” and “strongly agree” scale .



#### 4.10 Results of Correlations Analysis Personal Factors

**Table 4.6 Personal Factors Correlations**

Turnover intention		
Variable	Pearson correlation	Sig. (2tailed)
Health Problem	-.135*	.022
Family related Problem	-.177**	.003
problem of Children education	-.072	.223

friends/relatives changing jobs	-.090	.127
plan to start a business	.057	.339
not liking personality of my boss	.108	.069
what i expect from my present job are not available	.086	.145
want to live with my family as my organization is located in other area	-.134*	.024
unable to follow organization timing, rules and regulation	-.099	.094

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

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

Table 4.6 presents personal factors in relation with turnover intentions. Among these personal factors the results supported only three facets out of nine. The first facet is that there is statistically negative relationship between turnover intention and health problem was strongly supported by the results  $-.135^*$  at  $p \leq .022$ . Similarly, the other two facets i.e. family related problem ( $-.117^*$  at  $p \leq .003$ ), want to live with my family as my organization is located in other area ( $-.134^*$  at  $p \leq .024$ ) are strongly supported. The other six personal factors which are : problem of Children education, friends/relatives changing jobs, plan to start a business, not liking personality of my boss, what i expect from my present job are not available, unable to follow organization timing, rules and regulation did not show any statistically significant association with turnover intention. The H1 is accepted and there is strong relationship between personal factors and turnover intention.

#### 4.11 Results of Correlations Analysis of Pull Factors

Table 4.7 Pull Factors correlation

Turnover intention		
Variable	Pearson correlation	Sig. (2tailed)
high salary	.339**	.000
Career advancement/Promotion	.387**	.000
Job Security	.317**	.000
Organization located in good city	.175**	.003
More Freedom and autonomy	.183**	.002
More Respect and Values	.197**	.001
Good Org culture	.205**	.000
More financial benefits	.353**	.000
Less Work load	.152*	.010
High education opportunities	.183**	.002
Availability of good education for children's	.074	.211
Good organization support	.140	.018
Well reputation of organization	.205**	.000

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

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

Table 4.7 presents almost all pull factors had strong direct positive relationships with turnover intention. The results supported eleven facets out of three teen .There were significant positive relationship among turnover intention and high salary (.339.000),p career advancement/promotion (.387 at  $P \leq .000$ ),job security(.317 at  $P \leq .000$ ), more financial benefit (.353 at  $P \leq .000$ ) ,good organization culture (.205 at  $P \leq .000$ ), well reputation of organization (.205 at  $P \leq .000$ ), availability of good education for children’s(.211 at  $P \leq .074$ ),organization located in good city(.175 at  $P \leq .003$ ),more freedom and autonomy (.183 at  $P \leq .002$ ),more respect and values (.197 at  $P \leq .000$ ), high education opportunity (.183 at  $P \leq .002$ ),less work load (.152 at  $P \leq .010$ ). Almost all personal factors are found significantly correlated with turnover intention.

#### 4.12 Results of Correlations Analysis of push factors

**Table 4.8 Push Factors Correlations**

Turnover intention		
Variable	Pearson correlation	Sig. (2tailed)
less salary	.345**	.000
less fringe benefits	.365**	.000
job insecurity	.067	.258
small organization size	-.009	.886
organization is located in small town	.020	.740
not according to my social status	-.012	.839
work environment is not good	.218**	.000
Lack of Motivation and encouragement for good work	.348**	.000
conflict among employees	.106	.075
lack of recognition for work done	.349**	.000
lack of freedom	.251**	.000
lack of career advancement	.338**	.000
more office work load	.207**	.000
no time for family	.041	.492
bad behavior of boss	.154**	.009
no fairness and justice	.288**	.000

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

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

Table 4.8 indicates the correlation between all facets of push factors and turnover intention. A significant positive relationship was found between turnover intention and ten facets of push factors : less salary ( $r = .345$ ,  $P < 0.001$ ) and less fringe benefits ( $r = .365$ ,  $P < .000$ ),lack of

recognition for work done ( $r = -.349, P < .001$ ), Lack of Motivation and encouragement for good work ( $r = .348, P < .000$ ), lack of career advancement ( $r = .338, P < .000$ ), no fairness and justice ( $r = .288, P < .000$ ), lack of freedom ( $r = .251, P < .000$ ), more office work load ( $r = .207, P < .000$ ), work environment is not good ( $r = .218, P < .000$ ), bad behavior of boss ( $r = .154, P < .009$ ), . the Other six facets of push factors which are depicted above on the table didn't have any statistical significant relationship with turnover intention.

#### 4.13 Hypothesis Testing

1. Hypothesis 1 stated that Health Problem would have a negative significant contribution to turnover intentions. (personal factors).

The result of correlation ( $r = -.135, P < .022$ ) support the hypothesis

1. Hypothesis 2 stated that: There is a positive relationship between high salary and high turnover intentions (Pull factors.)

The result of correlation ( $r = .339, p < .000$ ) Support the hypothesis

2. Hypothesis 3 stated that: Less salary would have a positive significant contribution in turnover intentions ( Push factors)

The result of correlation ( $r = .345, p < .000$ ) Support the thesis.

- 4 Hypothesis 4 stated that Career advancement would have a negative significant contribution in turnover intentions ( Pull factors)

The result of correlation ( $r = .387, p = .000$ ) do not support the hypothesis

The findings that the researchers arrived showed that .career advancement and turnover intentions have a strong positive relationship in push factors. This means that when there is a career advancement in external environment is high employs turnover intentions is also high.

5. Hypothesis 5 stated that: There is a negative relationship between family related problem and turnover intentions( personal factors)

The result of correlation ( $r = -.177, p < .003$ ) support the hypothesis.

6. There is a positive relationship between lack of freedom and turnover intentions. (Push factors)

The result of correlation ( $r = .258, p < .003$ ) support the hypothesis.

#### **4.14 DISCUSSION**

The study was undertaken to determine the factors that cause turnover intention to the Ministry of Agriculture employees. The results of this study showed that turnover intent is affected by a combination of pull and Push factors significantly, the contribution or relation that the personal factors had on turnover intent is minimal.

**I. Pull Factors** are the series of reasons that attract the employees to a new workplace.

In this category the employees satisfy with better paying job, a career advancement opportunity that they would not receive in the short term when they stayed with their present employer [20]. Employee leaves their current job in order to improve their life standards and also concerning to the new benefits package which they expect to receive. Some of the variables that pull factors significantly had on turnover intention are: high Salary, Career advancement/promotion, job security, good organization culture and more financial benefits are discussed. These days' employees are highly attracted with very high salaries all over the world and this results in searching for a new job. Employees are in search of jobs which pay well. Herzberg(cited in Robbins, 1997) This is one type of clear indicator for turnover intention if the salary of the employee is not present in appropriate amount. However in past studies income has been consistently, related negatively to turnover (Cotton and Tuttle, 1986). Money is important for everyone in order to satisfy their basic as well as pressing needs.

Ministry of Agriculture is one of a giant public organization, that the country economy is rely on. Most of the employees of MoA were not happy with their salaries and this could result in turnover. The other pull factors that have a direct and strong relationship with turnover intention is promotion. Promotion regards job level advancement as function of reward or motivation, mostly for good performance or special achievements. Promotion can result in more valuable human capital in terms of skills, growth. This can significantly increase job satisfaction. Having no opportunities for advancement in an organization can result dissatisfy employees as this is also strongly linked to the level of pay, the way employee is supervised and the nature of the work (Negrin,2004). According to Friday & Friday (2003), promotion satisfaction evaluates employee's attitudes towards the organization's promotion policies and practices. In addition to this Bajpai & Srivastava (2004) suggest that promotion offers employees with opportunities for personal growth, more responsibilities and also increased

social status.

The results of the study showed that MoA employees replied that, there is no career advancement in their organization and this could direct them to perceive no growth or desire to advance within the system, they have no reason to remain in the current work situation. Organizational culture the other determining factors that causes employees to turnover is a system of shared meaning held by members that distinguishes the organization from other organizations. It is the set of key values, assumptions, beliefs, understandings, and norms that members of an organization share. (Robbins 8<sup>th</sup> edition). Organizational culture is a widely used term but one that seems to give rise to a degree of ambiguity. Watson (2006) emphasizes that the concept of culture originally derived from a metaphor of the organization as 'something cultivated'. Culture therefore gives organizations a sense of identity and determines, through the organization's legends, rituals, beliefs, meanings, values, norms and language, the way in which 'things are done around here'.

The findings of the study indicated that much of the respondents were replied that the organization didn't have good organization culture and with this result in mind the employees were thinking of resigning their jobs sooner or later.

Job security is defined as employee's desires to be retained in their current jobs till their retirements. Greenhalgh & Rosenblatt, 1984; Borg & Elizur, 1992; Greenhalgh & Sutton, 1991 and Jacobson, 1991 studied apprehension of the employees upon lack of enviable job characteristics like slow promotions, working environment and conditions and enduring career opportunities. The findings of the result indicated that much of the MoA employees were choose a job which is secured even if they are working under the government organizations.

**II. Push Factors:** Employees are 'pushed' due to dissatisfaction in their current jobs to seek alternative employment. Employees start thinking about other choices, talking to recruiters, looking at the job advertisement in the newspaper, on the internet or to others advertisement sources. In some case employees will even leave without having a new job prepared. A wide range of problems can be mentioned to explain such resignations. Insufficient development opportunities, boredom, ineffective supervision, low levels of employee involvement and straightforward personality's conflicts are the most common accelerating factors for the employees to leave their job .

Push factors which are another determinant factors on turnover intention had a significant effect on turnover intention. Among the variables that the push factors had on turnover intents were: less salary, less fringe benefits, lack of motivation for good work, lack of career advancements is found and this had a significant effect on turnover intention.

The results of the findings that the pull and push factors have on turnover intention were indirectly related with each other. Some of the findings which are similar are:

- ◆ Employees are intended to quit job because of high salary is also true for employees desire to quit job because of less salary(pull and push factors findings for the questions related with salary),
- ◆ employees also needed to resign their jobs due career advancement opportunities outside are parallel with employees tried to quit job because of lack of career advancement( this is replied by employees with regard to promotion/career advancement/.
- ◆ Employees are intended to quit job as a result of more financial benefits are also go along indirectly with employees intended to quit their jobs due to less fringe benefits.( pull/push factors)
- ◆ Employees want to quit their present jobs due to finding a job which have good organization culture is somehow related with the findings that employees were intend to quit their jobs as a result of lack of motivation and encouragement for good work.

At last the chapter presented the findings of the study from personal, pull and push variables. The findings that showed the variable which cause employees' turnover intention are related to some extent.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 CONCLUSION**

In literature various factors / reasons have been identified for the employee's turnover intentions. These factors of turnover intentions are different from organization to organization to some extent. In this paper all three main factors i.e. Personal Factors, Push Factors, and Pull Factors contribution to turnover intention of employees was seen. The findings of the results concluded that the most significant factor to turnover intention is pull factors and this can be approved by looking at the following statistical results. almost all pull factors variables descriptive statistics results showed that all the respondents replied strongly agree to high Salary (mean =3.97 ), Career advancement/Promotion (mean =3.96 ), job Security (mean= 3.54 ), High education opportunities (mean= 3.61), more financial support (mean =3.57), more respect and value ( mean =3.42 ),Good organization culture ( mean= 3.46 ), more freedom & autonomy ( mean=3.49 ), good organization support (mean= 3.46 ), and well reputation of organization (mean=3.25 ),availability of good education for children's( (mean=3.23) and location of organization in good city ( mean= 3.18 ) For the variables the highest value that describe a higher intention to leave the organization is 5 where as the lowest value to describe intent to quit is 1. The mid-point of the scale is 3 which indicate neutrality (neither intent to quit nor stay in the organization). And again, almost all pull factors Variables have a positive significant correlation with turnover intention. i.e high salary (.339 at  $p \leq .000$ ), career advancement/promotion (.387 at  $P \leq .000$ ),job security(.317 at  $P \leq .000$ ), more financial benefit (.353 at  $P \leq .000$ ),good organization culture (.205 at  $P \leq .000$ ), well reputation of organization (.205 at  $P \leq .000$ ), availability of good education for children's(.211 at  $P \leq .074$ ),organization located in good city(.175 at  $P \leq .003$ ),more freedom and autonomy (.183 at  $P \leq .002$ ),more respect and values (.197 at  $P \leq .000$ ), high education opportunity (.183 at  $P \leq .002$ ),less work

load (.152 at  $P \leq .010$ ).on. i.e This indicated that for example if employees intention to get high salary in external market increases, the employees intention to quit his/her present job is also increased. Each Pull factors variables had a 55 % contribution to turnover intentions on average as depicted in fig 5). The most significant reasons in pull factors are high salary, career advancement/promotion, job security, good organization culture, more financial benefits and other variables.

Push factors placed second and respondents were agreed to quit present job because of seven push factors: less salary (mean= 4.00), less fringe benefits (mean =3.62 ), lack of motivation and encouragement (mean= 3.61), lack of career advancement (mean= 3.51), lack of recognition of Work done (mean= 3.34 ), not good work environment( mean= 3.33 ), no fairness and justice (mean= 3.20)and job insecurity ( mean= 3.14).

A significant positive relationship was found between turnover intention and ten facets of push factors : less salary (  $r = .345, P < 0.001$ ) and less fringe benefits (  $r = .365, P < .000$ ),lack of recognition for work done (  $r = -.349, P < .001$ ), Lack of Motivation and encouragement for good work (  $r = .348, P < .000$ ),lack of career advancement (  $r = .338, P < .000$ ), no fairness and justice( $r = .288, P < .000$ ), lack of freedom (  $r = .251, P < .000$ ),more office work load (  $r = .207, P < .000$ ), work environment is not good (  $r = .218, P < .000$ ), bad behavior of boss( $r = .154, P < .009$ ), all this showed that push factors are also strong determinant factors for turnover intention. And some of the pushing factors are :less salary, less fringe benefits, lack of motivation for good work, lack of career advancements.

Personal factors have insignificantly contributed to turnover intention in this study. In Personal factor plan to start a business & unrealistic expectation (employees quit job because the organization did not meet their expectation) significant reasons were found due to which employees quit. The overall conclusion is that pull factors are the most significant in turnover intention in case of Ministry of Agriculture. Therefore the organization may take into account in advance the over all problems that pull and push its employees to turnover intent and tried to reduce turnover of its employees.

## 5.2 Recommendations

- ❖ Develop employees: organization that focus on employee development enjoy higher employee satisfaction, which leads to lower turnover. If each employee has a concrete

development plan that is reviewed at least annually and contains a variety of growth opportunities, the employee will have little reason to look for outside. By setting quarterly goals it is easy to set relevant, achievable goals. Quarterly goals are the quickest, easiest way for employees to derive meaning from what they do every day. offering opportunities for individual growth receiving special training is most important to advance their career. To ensure continuous growth equipping employees with the tools they need to function. For newer employees creating a mentorship program must be organized. Giving regular training programs is also necessary. Most importantly, encourage employees to seek professional development opportunities outside of their workplace. By holding frequent review meetings one can fill the gap of employees skill. the purpose of the review should not be to evaluate rather it should focus on developing employees.

- ❖ Recognize good performance: reinforcing people for doing good work lets them know they are appreciated. Tangible and intangible rewards are a great way to show management appreciation for good performers. This improves morale if done well. And make sure employees receive sincere appreciation by management on a continuing basis. We can recognize once good work by thank the person by name, by sending a hand written notes, publicize their success, elect them to the wall of fame, reward success as well as effort, give them a free day off.
- ❖ Collect input on how the company should be run. Ask your employees what they think! Everyone should have input in how their part of the organization can or should be run.
- ❖ Open the lines of communication: ask your employees what they want. Take what they say and implement it. Not every suggestion will be viable, but it is important for them to know you value you them individually, that their voices are heard. Open communication can also give you advanced warning if someone is dissatisfied and thinking about leaving so that you can address the issue.
- ❖ Offer flexibility: today's employees want a flexible life/work balance. That impacts retention directly. Flexible work arrangements had positive effects on retention. If you are not offering employees flexibility around work hours and locations, they might easily leave you for someone, who will. Before giving a flexible time some legal criteria must be in place like the employee must request in writing, explain the reasons

for the request, what should employers do with a request. Employers who receive a request must give a written response within a few days. The best practice is employers don't have to choose between accepting or rejecting a request in full. Once a request has been made, employers and employee can discuss and negotiate to come an agreement.

- ❖ Build trust : by extending trust to employees, leaders demonstrate their willingness to support them. This pays off in terms of higher trust on the part of employees toward the organization. By creating a real environment, more trust in an organization will lead to lower turnover. Here are some tips that are used for building a trust: recognize that building trust takes hard work trust must be earned. It comes from conscious effort to walk their talk, keep your promises and align your behavior with your values, Be honest and Supportive, be consistent and model the behavior you seek.
- ❖ Promotion should be based on merit and internal promotion should be given first over external recruitment. The management should devise a career development programs for employees, which allows employees to grow in their career. Career ladder is one method employers used to promote employees. The career ladder method is non competitive and is based on rules in effect that set forth the guidelines for promoting an employee when he has completed a predetermined length of service, such as one year or when he has demonstrated his ability to perform the duties at the next level of his position.

Accretion of Duties: promotion based on accretion of duties occur when an employee is assigned and consistently performing higher-level duties. For instance, a department launches a new program that results in new duties for an exiting employee. The duties require more advanced knowledge and skills. Accretion of duties promotions allow companies to promote from within and avoid competitive hiring if the current employee meets the requirements.

Merit: employers make merit-based promotions from a group of qualifying employees when a vacancy occurs. Merit promotions are competitive promotions.

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# APPENDICES

### Questionnaire

The following questionnaire is designed to analyze/measure the turnover intentions of Ministry of Agriculture employees. You are requested to kindly fill the questionnaire. The information gathered through this questionnaire would be kept confidential and would be used only for research purpose.

Researcher: Alemseged Tadesse Tel : 0910583317

Advisor: Abdurezak Mohammed(PhD.)

#### PART A (SOCIO DEMOGRAPHIC FACTORS)

Please put a tick(✓)mark as appropriate to you

- 1 Your gender: 1. Male  2. Female
- 2 Your age (in years) 1. 18 yrs-29 yrs  2. 30 yrs-39 yrs  3. 40 yrs-49 yrs   
4. 50 yrs-59 yrs
- 3 Your marital status: 1. Married  2. Unmarried  3. Divorced
- 4 Your number of children: 1. 1-3 children  2. 4-6 children  3. 0 children   
4. above 10 children  5. No children
- 5 Your highest level of education: 1. 12/10 complete  2. diploma  3. degree   
4. Master degree  5. PhD.   
6. Others
- 6 Your total experience (in years): \_\_\_\_\_
7. your Salary(ETB): 1. 582-1743  2. 2008-2628  3. 3001-3909   
4. 4401-5731  5. others
8. Your tenure in current organization (in years): 1. less than 3 years  2. 3-5 years   
3. 6-10 years  4. 11-15 years   
5. above 15 years
9. your job grade 1. junior expert  2. Middle level Expert  3. Senior Expert   
4. Director  Others

#### PART B (PERSONAL FACTORS)

What are the main factors that intend you to resign or switch to new job? (Please circle which is more appropriate to you Questions)

Questions	Strongly Disagree	Disagree	Neither Agree nor disagree	Agree	Strongly Agree
1. Because of my health problem	1	2	3	4	5
2. Because of my family related problem	1	2	3	4	5
3. Because of my children education are not available in the city where my origination is located	1	2	3	4	5
4. Because some of my friends/relatives are changing jobs	1	2	3	4	5
5. Because of planning to open a new business	1	2	3	4	5
6. Because I do not like the style/personality of my boss	1	2	3	4	5

7.	What I expected from my present job, are not available	1	2	3	4	5
8.	Because I want to leave with my family as my organization is located in other area	1	2	3	4	5
9.	I am unable to follow organization timing, rules and regulation	1	2	3	4	5

**PART C (PULL FACTORS)**

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

Questions		Strongly Disagree	Disagree	Neither Agree nor disagree	Agree	Strongly Agree
1.	High salary	1	2	3	4	5
2.	Career advancement /promotion	1	2	3	4	5
3.	Job security	1	2	3	4	5
4.	Organization is locate in good region /city	1	2	3	4	5
5.	More freedom and autonomy	1	2	3	4	5
6.	More respect and values	1	2	3	4	5
7.	Good organization culture	1	2	3	4	5
8.	More financial benefits	1	2	3	4	5
9.	Less work load (life-work balance)	1	2	3	4	5
10.	Higher education opportunities	1	2	3	4	5
11.	Availability of good education for children	1	2	3	4	5
12.	Good organization support	1	2	3	4	5
13.	Well reputation of organization	1	2	3	4	5

**PART D (PUSH FACTORS)**

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

Questions		Strongly Disagree	Disagree	Neither Agree nor disagree	Agree	Strongly Agree
1.	Because I have less salary	1	2	3	4	5
2.	Because fringe benefits are less	1	2	3	4	5
3.	Because my job is not secure	1	2	3	4	5
4.	Because size of present organization is small	1	2	3	4	5
5.	Because organization is located far	1	2	3	4	5

	from my work place					
6.	Because it is not according to my social status	1	2	3	4	5
7.	Because working environment is not good	1	2	3	4	5
8.	Lack of motivation and encouragement for good work	1	2	3	4	5
9.	There is conflict among employees	1	2	3	4	5
10.	Lack of recognition of my work	1	2	3	4	5
11.	Lack of freedom in present organization	1	2	3	4	5
12.	Lack of career advancement	1	2	3	4	5
13.	More office work load	1	2	3	4	5
14.	Because my job does not give me enough time for my family	1	2	3	4	5
15.	Bad behavior of my boss	1	2	3	4	5
16.	Because there is no fairness/justice in organization	1	2	3	4	5

**PART E (INTENTION TO QUIT)**

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

Questions		Strongly Disagree	Disagree	Neither Agree nor disagree	Agree	Strongly Agree
1.	As soon as I can find a better job will quit at this organization	1	2	3	4	5
2.	I often think about quitting my job	1	2	3	4	5

Thanks



**ክፍል 3 (ጎታች ሁኔታዎች)**

ሥራዎን እንዲለቁና አዲስ ሥራ እንዲለውጡ ከሚሰጡት ሁኔታዎች ሃሳብዎን ይገልጻል ብለው የሚሰማሙበት ቁጥር ላይ ያክብቡ

□□□□□		በፍፁም አልሰማም	አልሰማም	የምለው የለኝም	እስማማለሁ	በጣም እስማማለሁ
1.	ከፍተኛ ደመወዝ	1	2	3	4	5
2.	የሥራ ዕድገት	1	2	3	4	5
3.	የሥራ ደኅንነት	1	2	3	4	5
4.	የመ/ቤቱ በጥሩ ከተማ ውስጥ መገኘት	1	2	3	4	5
5.	የሥራ ነጻነትና በሥራ ላይ ያለው ውሳኔ ሠጪነት	1	2	3	4	5
6.	ከሥራ ጋር በተገናኘ የሚኖረኝ ከፍተኛ ክብርና ዋጋ	1	2	3	4	5
7.	ጥሩ የድርጅት ባህል	1	2	3	4	5
8.	የበለጠ የገንዘብ ተጠቃሚነት	1	2	3	4	5
9.	አነስተኛ የሥራ ጫና	1	2	3	4	5
10.	ከፍተኛ የትምህርት ዕድል	1	2	3	4	5
11.	የልጆች ጥሩ ትምህርት ቤት በሥራ አካባቢ መኖር	1	2	3	4	5
12.	ጥሩ ድርጅታዊ ድጋፍ መኖር	1	2	3	4	5
13.	ጥሩ ዝና ያለው ድርጅት መሆን	1	2	3	4	5

**□□□ 4 (□□□□□ □□□□□)**

የሚከተሉት ጥያቄዎች ሥራዎን እንዲለቁ የሚያነሳሳዎት ሀሳብ የሚመለከት ሲሆን ለእርስዎ ተስማሚ የሆነውን ሀሳብ በመምረጥ ያክብቡ

□□□□□		በፍፁም አልሰማም	አልሰማም	የምለው የለኝም	እስማማለሁ	በጣም እስማማለሁ
1.	የሚከፈለኝ ደመወዝ አነስተኛ መሆን	1	2	3	4	5
2.	የማገኘው ጥቅማ ጥቅም አነስተኛ መሆን	1	2	3	4	5
3.	የሥራ ደኅንነት አለመኖር	1	2	3	4	5
4.	አሁን የምሠራበት ድርጅት ያለበት የቦታ ጥበት	1	2	3	4	5
5.	የምሰራበት ድርጅት ከተማ ወጣ ያለ መሆን	1	2	3	4	5
6.	የምሠራው ሥራ በማኅበረሰቡ ውስጥ ካለኝ ደረጃ ጋር የማይሄድ መሆን	1	2	3	4	5
7.	የሥራ ሁኔታ ምቹነት አለመኖር	1	2	3	4	5
8.	ለጥሩ ሥራ ማነቃቂያና ማበረታቻ አለመስጠት	1	2	3	4	5
9.	በሠራተኞች መካከል የሚፈጠር የሥራ ግጭት	1	2	3	4	5
10.	ለተሠራ ሥራ ዕውቅና አለመስጠት	1	2	3	4	5
11.	በምሰራው ቦታ ነጻነት አለመኖር	1	2	3	4	5
12.	የሥራ ዕድገት አለመኖር	1	2	3	4	5
13.	የሥራ ጫና	1	2	3	4	5
14.	የምሠራው ሥራ ለቤተሰብ በቂ ጊዜ እንድሰጥ አለማድረግ	1	2	3	4	5
15.	የአለቃዬ መጥፎ ባሕሪ	1	2	3	4	5
16.	በድርጅቱ ውስጥ እኩልነትና ፍትሐዊነት አለመኖር	1	2	3	4	5

□□□ 5

የሚከተሉት ጥያቄዎች ሥራዎን እንዲለቁ የሚያነሳሳዎት ሀሳብ የሚመለከት ሲሆን ለእርስዎ ተስማሚ የሆነውን ሀሳብ በመምረጥ ያክብቡ

□□□□□		በፍፁም አልስማማም	አልስማማም	የምለው የለኝም	እስማማለሁ	በጣም እስማማለሁ
1.	ጥሩ ሥራ እንዳገኘሁ ሥራዬን በፍጥነት አለቃለሁ	1	2	3	4	5
2.	ሥራዬን ለመልቀቅ ሁልጊዜ አስባለሁ	1	2	3	4	5