

**THE EFFECT OF HUMAN RESOURCE MANAGEMENT
PRACTICE ON EMPLOYEE TURNOVER INTENTION IN
MEDIATING ROLE OF JOB SATISFACTION: IN THE CASE
OF MEHER FIBER PRODUCTS FACTORY**

**ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**



By

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**A RESEARCH THESIS SUBMITTED TO ADDISABABA UNIVERSITY,
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OF MASTER OF ARTS IN HUMAN RESOURCE MANAGEMENT**

Advisor: Seifu.Mamo (PhD)

June, 2022

Addis Ababa, Ethiopia

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Approved by Board of Examiners

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_____ Chairman	_____ Signature	_____ Date

CANDIDATE'S DECLARATION

I do hereby declare to the senate of Addis Ababa University School of Commerce that the work which is being presented in this thesis entitled “The Effect of Human Resource Management Practice on Employee Turnover Intention in mediating role of job satisfaction in case of meher fiber products factory” is original work of my own, has not been presented for a degree of any other university and that all sources of material used for the thesis have been duly acknowledged.

Misbah Mohammed Siraj
(Candidate)

Date

This is to certify that the above declaration made by the candidate is correct to the best of my knowledge.

Seifu.Mamo (PhD)
(Thesis Advisor)

Date

DEDICATION

This work is dedicated to my family members: my beloved wife Leyla, my children Salah and Hasna for their patience, support and understanding during accomplishing this thesis.

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LIST OF ACRONYM

AMO model	Capability, Motivation, And Opportunity
ERM	Employee relationship management
HR	Human Resource
HRM	Human Resource Management
HRMPs	Human Resource Management Practices
HRMP	Human Resource Management Practice
HRPs	Human Resource Professionals
MRA	Multiple Regression Analysis
OECD	Organization for Economic Co-Operation And Development

ABSTRACT

This study aimed to identify and evaluate the effect of human resource management practice on employee turnover intention in mediating role of job satisfaction in meher fiber products factory which is one private manufacturing factory in Ethiopia. The research data sources were both primary and secondary. The primary data collection was accomplished by questionnaire for quantitative data and interview for qualitative data collection from the sample of two hundred seventeen (217) respondents. Multiple regression test analysis was used to test the hypothesis and regression and correlation was applied to identify the effect of human resource management practice on employee turnover. Out of the total questionnaires were administered, of 197 were valid to be used representing a response rate of 91%. The application of regression process macro analysis showed that HRM practices including recruitment, training and incentives and job satisfaction have a significant negative effect on employee turnover intentions. In addition, there is a significant positive relationship between HRM practices and job satisfaction and job satisfaction efficiently mediates the negative relationship between HRM practices and employee turnover intentions. Thus, this study concluded that job satisfaction actually matters within the association between HRM practices and employee turnover intentions. The results from the analysis statistically indicates that leaders in various private manufacturing firms must develop a human resource strategy by which they can improve management practices to enhance employee job satisfaction, which will then reduce or have a negative effect on employee turnover intentions.

Keywords: HRM, Practices, Turnover Intention, Job Satisfaction

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

Human resource is the most important asset in an organization “Human resources management (HRM) is the study of activities regarding people working in an organization. It is a managerial function that tries to match an organization’s needs to the skills and abilities of its employees (Khoreva, Wechtler and Khoreva, 2018). This entails that human resource management practice effects are paramount in accomplishment of organizational over all activities in which the effect will good or bad in accordance to degree of implementation and commitment. This first part of the research contains background of the study, statement of the problem, objectives of the study, research questions, and significance of the study, scope of the study, operational definitions and terms including organization of the study.

1.2 Background of the Study

Every manager should try to train, maintain, develop and retain employees in minimized costs and lower turnover. However there are no structured standards and understanding mechanism of employee turnover as a whole. Even if there is no common formula for discriminating Human Resource Management Practices (HRMP) related turnover, the contribution of the employees should be recognized by managers to gain better effect on achievement and advancement of the organization. Runjith (2015) found a positive significant effect of human resource practices on employee turnover intentions with job satisfaction playing a mediating role. Effective human resource practices, if realized effectively, are prospective to make employees perceive their communication association with their manager as characterized by a supportive environment (Sareen, 2018).

The human resource department is responsible for all human resource management practices. If the human resource management activities run in unorganized way then the turnover could be high and vice versa. The research suggests that the management should give great focus to human resource activity to save the intended sector from losing its viability (Runjith, 2019). Asiedu-Appiah (2013) verified that the improper selection of employees is the great source for

moral and psychological disintegration of employees. Ruth (2015) also stated that the organization must invest different high costs in terms of time, financial and non-financial resources to gain well trained new recruited work force by expecting the adaptation of the work environment and organizational productivity in turn to gain the intended skill and experience. Measuring employee turnover is helpful to employers that want to examine reasons for turnover or estimate the cost-to-hire for budget purposes (Oladele, 2016).

Research in the area of turnover is still extremely relevant as the phenomenon is relatively complex to understand. Employee behavioral models and many other forms of research have been carried out and still a lot more is yet to be understood (Nur, Dediak and Andro, 2021). Human resource management (HRM) infers that workers are assets of the business. The impact of Human Resource Management can have a profound negative effect on the organization (Runjith, 2019). Regardless of job satisfaction the manufacturing firm would be confronted with cost of recruitment which caused by turnover due to poor management practices. For this reason much attention must be paid to job satisfaction when investigating the relationship between human resource management practices and employee turnover intentions. This study intends to fill the knowledge gap in understanding the effects of human resource practices on employee turnover intentions through the mediating role of job satisfaction using Ethiopian private organizations as the study case.

1.3 Statement of the Problem

Asiedu-Appiah (2013) in Schmidt and Hunter (1998) analyses the University of Harvard report about the fallibility occurrences in human resource management practice in causing turnover. It is about 80% of the turnover is caused by the mistakes happen during selection and hiring process. This in turn creates turnover intention in the mind of employees. One Ghana study showed that there is a significance cause effect relationship among human resource management practices like training recruitment and selection, incentive packages and employee turnover (Asiedu-appiah, 2013). Ruth (2015) stated that the main problem turnover of employees cause on organizations is lack their matured, capable, and skillful workers that the organization invests a lot in various HRM practice like training and other task focus functions.

Oladele (2016) also analyses that different costs are generated because of HRM practices in relation to employee turnover. The result of the researches focuses on significant costs that incurred for advertisement, recruitment and training of the new hire and loss of efficiency in productivity as a result of recurrent change of employees in the organization. The cost of HRM practices is very high when compared to other organizational costs. Eugene (2016) argues that the negative impact of high turnover is minimized by incorporating good human resource management strategies like salary increment and remuneration, recognition for best performers creating growth opportunities and attractive work environment.

According to a 2016 compensation force study, the average total turnover for all industries is 17.8 percent. Rates varied by industry, however. They were relatively low in the utilities and insurance industries, 8.8 percent and 12.2 percent respectively. While in the hospitality industry, turnover soared at 28.6 percent. Then there are those high-stress and fast-paced industries with turnover reaching or exceeding 100 percent. The small business chronicle reports that supermarkets have 100 percent turnover. CHA International says that hotels can turnover between 60 and 300 percent of employees. But Striving for a 0% turnover rate is not only unrealistic but unhealthy. Employers need to terminate employees who underperform and although high voluntary turnover is not great, new employees can invigorate a team and generate new ideas. Employers should strive for a healthy turnover rate, one that allows the business to run smoothly and presents more opportunities than headaches. Think of it like this if the bottom 10% staff under performer, 10% turnover rate is ideal for that staff. Ridding the company of the lowest-performing employees gives the chance to improve the staff and build a stronger team (Rhett, 2020)

According to a study conducted by the association of development program research institute from 2015-2016, the majority of industries fall into this turnover percentage range. Since voluntary turnover occurs as a result of an employee's decision, it is much more difficult to predict. Even if that so the manufacturing industries turnover rate in USA was for last few years was 27% in 2016, 30% in 2017, 32%, in 2018, 31% in 2019, 44% in 2020 (Sky, 2021).

Calculating turnover rate can help companies learn to control it, ultimately protecting their bottom line. The simplest way to calculate turnover is to take the number of employee separation during the period divided by average number of employees multiplied by 100 $\text{Turnover Rate} = \frac{\# \text{ of Separations}}{\text{Avg. \# of Employees}} \times 100$ (Rhett, 2020).

The effect of human resource management practices of Meher reflects that less effective when it is seen in terms of turnover and productivity. If there is effective recruitment, training, assignment, incentive and reward there should not be seen such high turnover and productivity loss in accordance to manpower shortage in last few years. In 2018 turnover were 439(80%) and the productivity loss 149.2 tone, in 2019 it was 422(80%) the productivity lost 841.2 tone and in 2020 workers left were 438(96%) and cause 520.91tone productivity loss and finally in 2021 the left employee were 394(88%) and the lost product was 358.7tone (Meher Fiber Products Factory, 2022).Meher fiber products factory is production industry that is producing jute bag, rope and twin from false banana fiber. Human resource management practices; recruitment, training, assigning and rewarding and incentive activities are running by personnel department with its pros and cons. The organization's human resource management practice effect and its situation of high employee turnover are examined. Turnover is one of the most critical problems that today industries face. Its cost is very high in different ways. The trained and matured employees leaving and replacing by new that need recruitment, training and assignment. The new comers will cause different problems like low productivity, low quality and other hurting on the organizations (Runjith, 2019).

The researches that are undertaken before by Asiedu-Appiah (2013) Ruth (2015), Oladele (2016) focus on the providing detail evidences and the harm the human resource management practices cause relation to employee turnover. However they miss the effect of human resource management practice on employee turnover in practical way forwarding for all responsible parties. Nur t al., (2021) found employee well-being (psychological wellbeing or physical well-being) cannot be a mediator variable in mediating the relationship between HR practices and job performance rather HRM practice direct and mediated effect on employee turnover intentions. Therefore, this research tries to fill the knowledge gap that missed by other researchers regarding effect of HRM practices on employee turnover. Specifically recruitment, training and incentive and how satisfaction mediates turnover intentions and HRM practices regarding organizational viability.

The findings that obtained can influence towards interesting recommendation and initiate performance in response to fallibility of HRM practices that cause employee turnover in effective manner. Then it is observed that the effects of the human resource management

practices on employee turnover are not met in good manner. Even if there are obstacles in production of expected plan other than employee shortage like electricity interruption, spare parts shortage man power is the greatest cause of production lack (Ruth, 2015). When this is seen empirically Meher need effective human resource practices structured investigation.

1.4 Research Questions

This research intends to find out the effect of human resource management practices on employee turnover in the company. The core focus of this study is to explain human resource management practices in relation to employee turnover. Uncover by rising of multifarious questions and sub question to find the end goal of the paper and reach to the conclusion.

1. What is the level of the of effect recruitment policy on employee turnover intention in Meher as private manufacturing sector in Ethiopia?
2. To what extent training has an effect on employee turnover intention in Meher as private manufacturing sector in Ethiopia?
3. What is the effect of incentive implementation activities on employee turnover intention in Meherprivate manufacturing sector in Ethiopia?
4. What will be the mediation role of job satisfaction in the link between HRM practices and employee turnover intention in Meherprivate manufacturing sector in Ethiopia?

1.5 Hypothesis of the study

- ✓ H₁ . Recruitment has a negative and significant effect on employee turnover intentions in Meher as Private manufacturing Sector
- ✓ H₂ . Job training has a negative and significant effect on employee turnover intentions in Meher as Private manufacturing Sector
- ✓ H₃–Incentives has a negative and significant effect on employee turnover intentions in Meher as Private manufacturing Sector
- ✓ H₄ . Recruitment has a positive and significant effect on employee job satisfactions in Meher as Private manufacturing Sector
- ✓ H₅ . Job training has a positive and significant effect on employee job satisfactions in Meher as Private manufacturing Sector

- ✓ H₆–Incentives has a positive and significant effect on employee job satisfactions in Meher as Private manufacturing Sector
- ✓ H₇ - Job satisfaction has a negative and significant influences on employee turnover intentions in Meher as Private manufacturing Sector (Job satisfaction has a significant mediation role in the link between HRM practices and employee turnover intentions)

1.6 Objective of the Study

1.6.1 General Objective

The main objective of the research was

- to identify and evaluate the effect of human resource management practice on employee turnover intention in Meher as private manufacturing sector in Ethiopia

1.6.2 Specific objective

1. To identify the influence of recruitment policy on employee turnover intention in private manufacturing sector in Ethiopia
2. To evaluate training and its effect on employee turnover intention in Meher as private manufacturing sector in Ethiopia
3. To find out the incentive implementation activities and their outcomes on employee turnover intention in Meher as private manufacturing sector in Ethiopia
4. To examine the mediating role of job satisfaction in the link between HRM practices and employee turnover intention in Meher as private manufacturing sector in Ethiopia

1.7 Significance of the Study

The findings of this study have great significance for Meher fiber products factory in particular and for the academic purpose in general. The factory invests a lot of money on human resource management practice for recruitment, selection, training and incentive purpose. But because of turnover in connection with the influence of human resource management practice the organization cannot gain return as that much. Therefore this study will add enormous value in uncovering the issues that cause high employee turnover and to take eradivative measures.

Human resource management practices can play key roles in organizational efficiency by retaining employees. On the other hand turnover is inevitable in employment world however its occurrence in huge amount brings great obstacle on the smooth flow of the organizational operation. Therefore this research will initiate better focus and attention of the management concerning to human resource management and its influence on employee turnover.

Finally the study could have important contribution for further research source material for students on other academic world and academicians who may focus around this topic and interested to carry out researches in different dimensions of human resource management practice and its effect on employee turnover intentions.

1.8 Scope of the Study

Meher fiber products factory is the part of G-seven trading and industry which holds Ethiopian fiber products factory produce the same products with Meher and have the same ergonomic situation. It is difficult to cover both organizations in this research even if they have the same nature, product, human resource activities and degree of turnover and human resource management policy they follow is nearly the same since they are under the same company. Covering both factories in this study is very expensive and impossible with the set time. Therefore the study delimited on Meher and focus on specific human resource management practices and their influence on turnover.

The organization is under the category of textile industry and producing jute bag. It has vast activities and financial flows. The sector is very important that most of Ethiopian coffee export packaging is done by this bag and the factory is strategic.

Regarding the research design predominantly it is better to use explanatory research design because the nature of research topic human resource management practice and its effect on employee turnover and their link is cause and effect. Therefore it more focuses on this design. Specifically the researched used the regression analysis model to show the interdependence or cause and effect of human resource management practice and employee turnover situation.

1.9 Limitations of the Study

The research faced different limitations that emanates from variety of directions. The first comes from the time horizon. The time horizon in this research is cross sectional rather than longitudinal for completing the research in a time due to financial and time constraint. The longitudinal time horizon can give the chance of the intended problem progress through time but it demands a lot of money and time. Therefore the needed time and budget is very costly to cover within the given situation.

The other limitation was research cannot include so many human resource management practices that may initiate employee turnover intentions. This may make the conclusion of the research findings hinder from whole encompassing.

1.10 Organization of the Study

The organization of the paper consists of the following parts. Chapter one contains introduction, background of the company, statement of the problem, research questions, hypothesis of the study, objective of the study, significance of the study, scope of the research, potential limitations of the study and chapter summary. Chapter two is the literature review area. It consists of introduction, job satisfaction, recruitment, job training, incentive, turnover intention, and theoretical review, framework of the research, empirical review and summary of the review. The third chapter concerns about methodology. Under this chapter the research approaches, the research strategies, the research designs, sample data collection and techniques, data instruments, time horizon of the research, sample size and population distribution and data analysis techniques and models. Chapter four focuses on data presentation and analysis and chapter five conclusions, findings and recommendation.

1.11 Chapter Summary

This chapter lays down the corner stone of the whole paper. The introduction and the background verify how human resource management practice affects employee leave or stay and why measures need to be forwarded to tackle this problem. The objectives give direction standing

from the gap. The research questions uncover the specific point or position where it will be based.

CHAPTER TWO

RELATED LITERATURE REVIEW

2.1 Introduction

Hamdia and Phadett (2011) stated that human resource management practice (HRMP) is a mediator between human resource management strategy and human resource management outcomes. Human resource have key role in setting and implementation strategy of the organizations (Felicity, Eric and David, 2013). Human resource management practices are activities that are taken place in an organization targeting to meet the goal of that specific firm (Asamoah and Eugene, 2016).

There are several human resource management elements that differ country to country. But it is not only training and development, performance management, recruitment and selection, internal promotion, job design, employment security and grievance procedure. Human resource management practice has positive and negative impact on employee stay and leave (Asamoah and Eugene. Human resource management practices having difference in classification in different countries is not a matter to hold in implement properly or the cause for quitting employees if the implementation is in improper manner (Omar, Ahmad, Khatijah and Mohammad, 2019).Never the less human resource management practices have their effect on employees' turnover, intention, out come and implications. In the literature below there is overview of human resource management practices; recruitment, training and incentive activities take place. The literature tries to present how the human resource management practices effects on turnover and how the satisfaction of employees mediate turnover and human resource management practice.

2.2 Theoretical Literature Review

2.2.1 Concepts and Definitions

2.2.1.1 Human Resource Management Practices

HRM can be defined as all activities associated with the management of people in firms and its practice can be a source of sustainable competitive advantage. Human resource practice consists of six practices job analysis and job design, recruitment and selection, training and development, performance management, performance appraisal, payroll, incentives, and benefits structure, and industrial relations. HR practice means whether various HR practice taken by employees are felt by employees as something unique (understandable to employees), consistent (applied similarly) and carried out by consensus (supported by the manager) (Nur, Dediek and Andro, 2021).

HR Practices is crucial function of Human Resource Management which can bring change status of ERM in the organization as this function could be quantified and resulted in statistical data to prove its importance in enhancing ERM status in the organization. Hence improved quality and productivity linked to motivation can be achieved through Training, Job rotation, Job Satisfaction, Participative Management, Performance Appraisal, Career planning and development. This will definitely improve human resource management status in the organization. This makes employees more satisfied and can improve employee's performance in the organization (Sahedur and Rabeya, 2017).

Human resource practices are crucial for every employer to bring changes in any organization. Caldwell and Anderson (2018) stated that human Resource place a pivotal role in achieving competitive advantage for organization 21st century. Entire world total less than 15% of employees concede they engage at work efficiently. The awful information is history of HRM has been unsatisfactory, Human Resource Professionals (HRPs) have mainly been unprepared, and organization managers focused on technology and innovation apart that create worth for their companies. The excellent information is that many numbers of outstanding managers provide good customer service with design, and higher profits through improved productivity. The impact of globalization makes changes in the roles and obligations of human resource departments in at present modern organizations. Human resources play a crucial role in the social, economic, and political scenario.

2.2.1.2 Employee Turnover Intention

Employee turnover as indicator reflects the rate of employees leaving the organization in relation to the average number of employees in the organization during the reporting period. Turnover

intention is the concluding stage that actual turnover have occur. It was also specified that turnover intention is the behavior that will direct influence on actual turnover, also show that turnover is affected by displeasure of employees with the working situation or individual reason such as poor performance (Caldwell and Anderson, 2018). Turnover intention is defined as a predictor of employees' actual turnover. Employees' turnover intention is one of the problematic have to pay attention by the human resources department. Turnover intention is the behavior of employees' intent to leave the current job. Turnover is the dissolution of a membership between an individual with company who was employed by the company. It is the form of withdrawal of individual from an organization. Turnover intention also can be defined as conscious and premeditation to search for other opportunities of employments. There have three indication or signs show that the employees turnover intention. The sign is whether employee thinks of quit, searches for other employment opportunities and forms an intention to leave. It is employee have the thoughtful to leave or staying in the current employer organization (Sahedur and Rabeya, 2017).

2.2.2 Status of Employee Turnover

2.2.2.1 Actual Employee involved in the Firm

Table 1 Summary of employee turnover and productivity decline in last few years in Meher

Year	Planned total employee	Production plan in tone	Causes of Production loss in a year							Total loss
			By employee	Electric interruption	Mechanical breakdo	Beam shortage	Program mainten	Spare parts	Electric al down time	
2016	932	3972.3	607.4	147.8	55.6	566.1	0	0	0.4	1377.3
2017	732	4141.9	98.6	126.3	14.9	66.7	0	0	8.7	315.2
2018	927	4426.5	149.2	255.4	6.2	27.4	10.4	0	0	448.6
2019	875	4399.6	841.2	150.5	4	18.5	6.2	20.2	0.44	1041.1
2020	711	4399.6	520.91	1.76	25.1	49.3	43.1	707.9	18.9	1367
2021	856	4141.8	358.7	2.5	32.3	23.6	15.7	90.3	1.2	524.3
Sum	4352	25481.7	2576	684.3	138.1	751.6	75.4	818.4	29.64	5073.4
		100 %	10.11	2.69	0.5	2.95	0.29	3.2	0.12	19.91

Source: Study Result, 2022

The organization recruitment activities in this surveyed company are accomplishing in three ways. The first mechanism is by sending the recruitment committee to different regions of Ethiopia like southern Ethiopia region, Oromia and Amhara regions in collaboration of regional and zonal labor and social affairs the recruited are selected and bring to the factory. The second is workers coming to the organization in person and the final is by network employees who working in Meher calls their relatives and friends from different parts of Ethiopia and be hired. As the organization incentive unit document describes if the employees produce more than the daily quota adding incentive based on the rating pay in monthly basis if not the human resource department see and take action in accordance. The incentive implementation measuring parameter is in meter and kilogram. There is also non absentee promoting incentive that is any employee who does not absent more than three hour in 26 working days in a month can gain 300 birr in addition to base salary if the absenting is more than three hours the 300 birr incentive will be zero. The non-absentee promoting incentive revised in last three years for three times from 100 birr to 300 birr that is three fold.

2.2.2.2 Actual Employee Turnover in the Firm

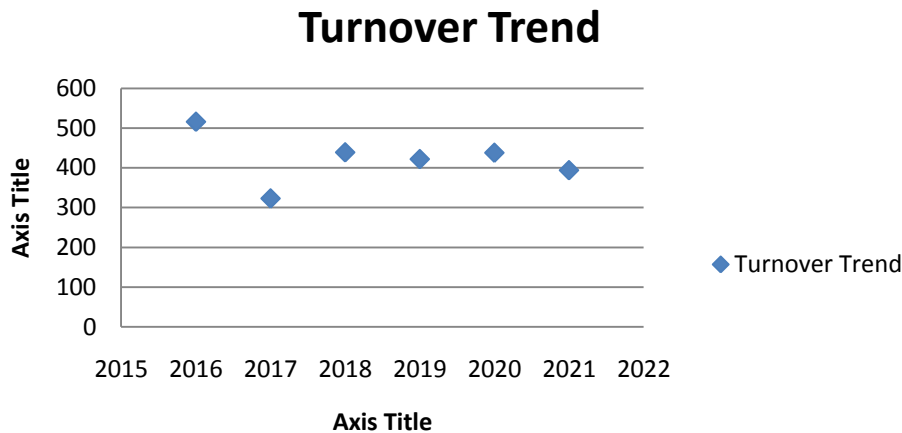


Figure 1 Employee Actual Turnover

Source: Study Result, 2022

Turnover is a continuing issue to this company in the context of business organizations, where this issue still a concern for many organizations to nowadays. The actual turnover rate in last few

years was 80% in 2018, 80% in 2019, 96% in 2020 and 88% in 2021. The USA work force statistics department also presented the following figure of industries average turnover rate in last few years. In 2021 Construction: 56.9%, Manufacturing: 39.9%, Trade, Transportation, and Utilities: 54.5%, Information: 38.9%, Financial activities: 28.5%, Professional and Business services: 64.2%, Education and Health services: 37.3%, Leisure and Hospitality: 84.9%, Government: 18% the average turnover rate for this year: 47.2%. In 2020 turnover Rates, Construction: 63.3%, Manufacturing: 44.3%, Trade, transportation, and utilities: 60.5%, Information: 44.8%, financial activities: 31.3%, Professional and business services: 69.2%, Education and health: 44.8%, Leisure and hospitality: 130.5%, Government: 24.2% the average turnover rate for this year: 57.3%. In 2019 turnover rate Construction: 65%. Manufacturing: 31.6%. Trade, transportation, and utilities: 49.4%, Information: 38.5%, Financial activities: 28.5%, Professional and business services: 63.5%, Education and health: 33.4%, Leisure and hospitality: 79%, Government: 18.6% Average turnover rate for this year: 45.1 % (Sky, 2020).

When compare the above turnover rate figure in general and the manufacturing sector in specific with meher fiber products factory the meher turnover rate shows the highest and it is a serious issue for this firm because high turnover will generate high stress for employees in the workplace and prohibit employees from increasing their loyalty and their commitment toward their work. In addition, management will expenditure more costs in the attracting and training of new employees due to the high employees' turnover rate. The production incentive also revised based on the production work units' decisiveness. The minimum wage rate improved based rough company committee assessment in the surrounding industries minimum wage rate targeting in discrimination of high turnover and absenteeism and expecting high productivity. However as it has been seen from the company yearly report the turnover is still very high , absenteeism is very high specially at the end of the month and holidays and productivity is declining time to time.

The employee turnover and retention rate of a company will have a huge impact on its long-term success. While many consider the loss of employees as an inevitable part of business, organizations lose millions every year in the time and the collective effort it takes to hire and train new employees (Hello team.com, 2022)

2.2.3 Related Theories of the Study

There are theories which can be related to employees' turnover. It includes motivation, AMO and expectancy theory.

2.2.3.1 Motivation Theory

Most of these are motivational theories which concern the motivation of the employees. These include expectancy theory, need theories, equity theories and goal setting theory (Ruth, 2015). They have themes that the audience can gain concrete understanding and insight in multidimensional manner. They help to digest the theme of the work which is concerned and facilitate to understand in depth. Equity theory concerns being treated fairly or unfairly among individuals. It deals with the perceptions people have about how they are treated as compared to others. Equity theory proposes that a person's motivation is based on what he or she considers being fair when compared to others.

2.2.3.2 Expectancy Theory

Expectancy theory gives elaboration of why individuals choose one behavioral option over others. The main concept here in this theory is that people will be motivated because they believe that their decision will lead to their desired outcome (Oladele, 2016) as noted in (Redmond, 2010).

The argument of expectancy theory focuses two types of factors that influence motivation and satisfaction among individuals, particularly those who work in the employment sector. These factors can cause job satisfaction and a separate set of factors that can cause dissatisfaction. It is critical to emphasize that this is not a linear relationship that the factors that cause satisfaction do not necessarily negate those that cause dissatisfaction; one does not necessarily increase exactly as the other decreases (Oladele, 2016) in (Boundless, 2015). The expectancy theory envisages that one level of motivation depends on the attractiveness of the rewards sought and the probability of obtaining these rewards can hold way in any current organization managements 'objective to achieve high productivity and competitive edge in the market place. Employees therefore desire compensation system that remarks as being fair and commensurate with skills

and expectations. Pay therefore is a major reflection in an organization as well as source of recognition and livelihood (Dasilveira, Yang, Mensah and Quarcoo, 2020).

2.2.3.3 Other AMO Theories

The AMO model ropes the association between human resource management and turnover intention, because human resource management can enhance the three main components of the AMO model (capability, motivation, and opportunity). This confirms that employees have a strong sense of belonging to the organization and are motivated to stay. In addition, meta-analysis of organizational behavior studies displays that employees who perceive high relative salary, employment security, salary satisfaction, career development opportunities and other human resource incentives have low turnover rate. Employees who have more autonomy and control over their work and family relationships are less likely to quit their current jobs. For that reason, jobs designed to increase decision-making autonomy will reduce turnover intentions (Omaret al., 2019).

In addition to AMO theory, the association between HRM and turnover intention can be explained by social exchange theory. An efficient human resource system relies on establishing a relationship between managers and employees based on mutual investment. In this relationship, managers invest in the skills and opportunities of their employees. Managers, in turn, want employees to be qualified and motivated to make valuable job-related investments in the organization. Consequently, the relationship between employees and managers can be observed as a social exchange. Social interaction refers to the cooperation between two or more parties for mutual benefit. Social interaction contains some uncertain obligations, in which individuals help others and expect some return in the future. The form and timing of returns are frequently unclear. Social exchange may likewise include reciprocity, defined as the obligation of the beneficiary to repay the donor in some way. Strong emotional links to the organization may be the consequence of positive mutual social exchange between managers and subordinates. The interest was in behaviors that reflected this association. Intention to stay in the organization represents the behavioral outcome of employees' emotional links to the organization. This can be reverberated in the desire to see the organization flourish in its goals and the pride of being a part of the organization (Dasilveira et al., 2020).

2.2.4 The Relationship Between Human Resource Practices and Turnover

Human resource management influences the attitude and behavior of employees. Unambiguously, employee turnover intention is one of the behaviors that human resource management can influence. Human resource management can be associated with the exit decision process. Human resource management may not only have a positive impact on employees, but also have a negative impact on employees, leading to employees' dissatisfaction. An instance is when employees are not pleased with training and development opportunities and do not receive the regular feedback they expect. In addition, employees may experience high levels of stress due to increased work intensity. In this way, they are experiencing that their work-life balance is unbalanced. These feelings of displeasure will lead to opinions about resignation and intensification the intention to leave (Khoreva et al., 2018).

The relationship between HRM and turnover intention can be explained by AMO theory and social exchange theory. HPWP for employee empowerment, employee motivation, and employee engagement opportunities (AMO) seems to create a strong bond between employees and the organization. This, in turn, will have a negative impact on employees' turnover intention. In other words, human resource management is negatively correlated with employee turnover intention, because employees are less likely to leave the organization and have an effective human resource system. According to the social exchange theory, strong emotional ties to the organization may be the result of a positive mutual exchange relationship, which will lead to lower turnover intention and stay in the organization (Dasilveira, et al., 2020).

2.2.5 Human Resource Practices

It is significant for HRM to overcome employees' turnover intention. Matters met may be in the areas of lessening pool of entry-level workers, individual differences, use of provisional workers, efficiency and effectiveness, retirement benefits and talents development. With the desirability of fresher and better educated workforce, there is also an increasing concern particularly in the shift of employees' discussions from the bargaining table to the courts as organizations and individuals attempt to define rights, obligations and responsibilities. Matters in this area are job prerogative, whistle-blowing, concern for privacy, right to manage, smoking, mandated benefits

and work and family relationships (Asamoahand Eugene, 2016). Executives must not forget that there is a new attitude towards work and family concerns and responsibility. Today's individuals are not separate from this family concern and responsibility and therefore the days of an individual working for a single company throughout his career have become rare. As well having a balance work and family life, they seek better career prospect and pay for themselves and their family. This where HRM reflects day care, job sharing, parental leave, flexi time, education and re-training and job rotation as an incentive to balance the concerns besides reviewing compensation and benefits. People are seeking many ways of live that is meaningful and less complicated and this new lifestyle actually has an impact on how an employee must be motivated and managed (Asamoah-appiah et al, 2016).

2.2.5.1 Recruitment

Recruitment is a way of setting pools for gaining and selecting appropriate human resource for desirable positions. It is the first and decisive human resource management activity to select the right person for the right place. Recruitment demand great caution when it is taking place. If it is done in systematic and organized manner the contribution for organizational productivity and performance is enormous (Asiedu-Appiah, 2013). (.Fiseha and Busha (2014) stated that recruitment is a process creating attractive situation to gain sufficient amount of individuals with appropriate number, qualification and encouraging them to join the organization. It continues with selection and assigning the individuals on the place in question. An organization incurs different costs for recruitment, selection and hiring process of employees. The main objective of this process and investing on it is to hire the right employees for the right places that need to be covered and escalate efficiency. The process is expensive that demands efficient management. Therefore the organization should gain the fruit and the employees handling in well manner. If it is not in the right direction the employees leave the firm and join other competitor organization. This is a great loss for the company that has invested a lot on recruitment, selection, hiring and assigning. Good human resource activities are crucial in retaining employees in large amount by accomplishing recruiting and engagement activities. This helps specially to hold top employees. (Michael 2015

2.2.5.2 Training

Training is the activity that take place in planned manner and exerting efforts to facilitate the enhancement of the knowledge and skills of employees which is related to the job that will be assigned in near future (Noe et al, 2006).On the other hand the value of training is priceless for organizational performance in various ways. It enhances the capacity of the employees in turn organizational productivity is increase enormously. It also directly decreases the cost of recruitment, selection hiring that caused by turnover (Felicity, Eric and David, 2013.Asamoah and Eugene (2016) stated that incurring finance on training is one of the greatest mechanisms to tackle the employee turnover and its consequences. If training is good in content and quality the employee can be productive, help to gain the return from human resource activities, being satisfied and stay long. The staying long contribution is very important for both employees and employers. The employees stay on their job their skill be developed, they can be autonomous and empower for the specific skill and motivates to continue on their career in turn the firm can gain efficiency in production by lowering recruitment and selection cost and very limited scrape that come because of new employees (Omar et al,2019).

Dasilveira (2020) stated that employees who are well trained and understand the job in clear and being productive become well engaged and fill as part of the organization. This enhances the work environment settlement and workers' experience in general. Both off job and on the job training is very important for effective work accomplishment. On the job training in particular should gain high focus because it has enormous contribution for effective organizational productivity and the cost incurred for training process. But one thing here should be remembered that the employees who are trained and productive in the organization may be exposed to migrate or quit unless they do not gain comparable payment with their capacity currently (Hamdia and Phadett, 2011).

Hamdia and Phadett (2011) identifies that good on the job training enhance the capacity of the employees in turn the work makes partly or fully satisfied. Well organized training and satisfaction have positive linkage. This helps to better work environment that is beneficial for both employer and employees. Communication of trained employees with their supervisors and coworkers is smooth. This makes them productive, settled and satisfied and has less exposure to turnover intention (Mumtaz and Hassan, 2018).

Asiedu-appiah et al (2013) and Doyle (1997) analyses that the organization that properly train and develop its workers can increase its market value because of holding skilled work force. In turn the workers capacity can give them high productivity, high commitment with lower turnover rate then more career development, more responsibility and significant change in the organizational and employees situation. Training is instrumental in both individuals and organizational level. It is the key for sustainable productivity by increasing the ability of employees. This can create good opportunity to increase the economic power of the organization. In turn it helps to retain the employees by being higher payer in the market. It is unquestionable investing more on employees training that help to bring difference in competitive market.

2.2.5.3 Incentive and Reward (Pay Practice)

The pay practice is one element of human resource management practice. It consists of wage, salary and benefits. The contribution of pay practice is very important in implementation of the firm strategies. The level of pay can play key role in retaining the work force. Paying higher compared to the competitors helps to gain and retain best performers in the market and it correlates with the satisfaction of employees in an organization. However paying higher has its own danger. It can increase the organizational overall cost (Hamdia and Phadett, 2011) .Hamdia and Phadett (2011) states that the payment activities and following satisfaction have great significance in removing shirking on work among workers by increasing their motivation. It facilitates the effort of the employees and scale up the productivity of the concerned organization.

Some evidences in empirical studies analyses that the relationship between pay and organizational productivity mainly positive. The performance related payment level situation is interesting to hold and satisfy employees but it also should grow in to well organize pay structure (Asiedu-Appiah et al, 2013). Pay and compensation is among the human resource management practice that can cause employee turnover unless properly adapted and implement in accordance to the organizational capability and the surrounding industries hiring situation (Asamoah and Eugene, 2016).Pay practice has priceless effect on employee stay or leave in accordance to the level of satisfaction. Any employee main target is making money when he/she comes to the organization. This natural need is the cause for employees' intention to turnover or stay long (Dasilveira et al 2020). If the incentives provide in good time and cutbacks in bad situation in

fair manner then the employees can stay even in difficult conditions. But telling them about no profit and at the same time buying new cars and bragging the employees vanish quickly (Ruth, 2015)

2.2.5.4 Job Satisfaction as Mediating Role

Job satisfaction is the situation or state of mind in relation to one's work nature. This reflection of employees' emanates from intrinsic or extrinsic manners. The satisfaction internally comes from compensation and promotion and externally the satisfaction of employees related with performance appraisal, training and development (Omar et al, 2019). Hamdia and Phadett (2011) stated that job satisfaction is the individual's situation or state of mind that concern the nature of work. It includes the relationship with their supervisor, the quality of work area and communication with coworkers. Turnover of the company deals with the gain or loss of workers. The turnover rate is being high or low in the company is connected with the satisfaction level and the degree of satisfaction is decisive to leave or stay in employment.

The plan of the employer is paramount to retain experienced and matured employees by the ways keeping their satisfaction by creating both good benefits and favorable work environment. But satisfaction is not simple give and take in today competitive and inflated need of employees because of continuous change and globalization. The open market is exerting the work environment. It pushes the employers to revise their human resource practices again and again. No one can stay long time with the same training strategy, pay practice, recruitment and selection type. It is decisive time for organization in satisfying and retaining employees (Roohi and Hassen, 2018). Furthermore job satisfaction is initiating element that makes employees to leave or stay. Employees who are satisfied with their job have the higher probability to stay or less exposure of turnover (Hamdia and Phadett, 2011). Job satisfaction is one of the concerns of high turnover. Satisfied employees stay more than unsatisfied one (Nombeko, 2019). Lack of satisfaction, lack of organizational commitment, causes work related stress (Henry, 2007). He also argues that the cause of turnover is economic factors. The situation of local unemployment can communicate with the satisfaction of the employees and can initiate quitting. The improper spelled out or lack of clarity in employee's role may be the cause the propensity to leave (Runjith, 2011).

Dasilveira et al., (2020) found that job satisfaction plays an intermediary role between internal service quality and organizational performance; time stress and health outcomes and core self-evaluation and burnout. In the analysis of turnover intention, it was also found the role of job satisfaction as an intermediary. Job satisfaction mediates the influence of salary and promotion on turnover intention. Roohi and Hassen (2018) found that job satisfaction plays a partial intermediary role in the influence of competitive salary, career promotion opportunities, challenging working environment and learning culture on the talent flow intention of Indian business process outsourcing organizations. Therefore, based on such a set, when an employee feels that the organization does not give him/her enough effort and time, the employee will do less for the organization. Therefore, employees will find another organization with good social exchange relations. Secondly, the turnover theory and turnover expansion model show that job satisfaction will decline with the assessment of current working conditions and characteristics, leading to higher turnover intention.

2.3 Empirical Literature Review

Dasilveira et al., (2020) explored the nexus amid human resource management practices and employee turnover intentions in private organizations in an evolving economy, Ghana. Particularly, the study is centered on the mediating role of job satisfaction within the relationship between human resource management and employee turnover intentions. The study depended solely on a survey approach through purposive and simple random sampling techniques. The survey was conducted among the top ten private organizations in Ghana via purposive sampling approach whereas the simple random sampling method was used to select 20 respondents from each selected firm. A total of 200 questionnaires were administered, of 186 were valid to be used representing a response rate of 93%. The application of a path analysis approach showed that; 1) both HRM practices and job satisfaction have a significant negative effect on employee turnover intentions, 2) there is a significant positive relationship between HRM practices and job satisfaction, 3) job satisfaction efficiently mediates the relationship between HRM practices and employee turnover intentions. The results from the analysis statistically indicate that leaders in various private organizations must develop a strategy by which they can improve management practices to enhance employee job satisfaction, which will then reduce or have a negative effect

on employee turnover intentions. They concluded that job satisfaction really matters within the affiliation between HRM practices and employee turnover intentions.

The study in Thailand analyses that training needs special balance and continuous work on its effect. The trained workers effort effectiveness is unquestionable. They provide priceless benefit for organizational efficiency. On the other hand they have great exposure to migrate if there is no proper handling specifically pay and incentives for their special skill and contribution. Therefore the trained employees are double edge; on one hand they give enormous result in expertise and productivity in turn efficiency for the organization in other hand they demand huge cost in on job training and payment and finally they quit if they feel their gain is not fit with their capacity and qualification. Therefore this HRM practice needs proper attention and measurement (Hamdia and Phadett, 2011).

The research done by Henry (2007) in Botswana identifies that HRM practices are very important. The management should see employees like fluid asset and act in this level of stance. The stability and maturity of employees is the key for organizational sustainability. Keeping this in track and working on employees and adapting good employee handling mechanism is very important. Better training, good recruitment policy and fair incentive implementation is paramount to minimize the effect of HRM practices on employee turnover.

The research by Asiedu-Appiah et al (2013) in Ghana identifies that the way of entrance of employee to the organization can decide their stay or quitting. Recruitment and selection is the mechanism which helps to identify the desirable worker for the intended position in the organization. If the recruitment and selection of employees follows proper and standardized parameters the knowledge of employee and adaptation of the environment is easily functional and the occurrence of turnover be minimized

Oladele (2006) done the research in Tanzania identifies that many factors that are HRM practices and other managerial processes are the cause of turnover. Most of HRM practices are controllable. These include unclear incentive and compensation, poor recruitment and training, less recognition, low salary and wage situation and lack of updating the employees are the great pressures for employee quitting. These problems can easily controllable by managers and HR men that in turn can minimize its influence on turnover.

Dejene and Bamlaku, (2020) in their research finding in MadaWalabu University in Ethiopia describes that turnover of employees is caused by dissatisfaction of employees on unfair treatment of the management. It also arises in relation to improper recruitment and orientation which in turn aggravates by different expenses. The incurred costs include HRM practices like recruitment, replacement and training. The management should aware the degree of interconnection the influence of HRM practices on turnover and then the organizational efficiency.

Runjith (2015) on his research finding in Ethiopia Arbaminch University analyses that the management can play the key role in holding employees. Specifically in implementation of incentives, training of employees and their experience and expertise and its recognition can hinder the intention of turnover. The research shows the workers initiated to search better payers for better performers. Especially experienced employees are highly exposed. This condition causes repetitive recruitment, training and other HRM practices which in turn brings organizational inefficiency.

2.4 Research Gap

Employees who feel a part of the firm and whose inputs and contributions are considered in the running and decision-making process is less probable to quit their jobs and so get engaged over long periods than those who feel side-lined by management. Employees whose managers narrate with them in poor ways, hinders optimum state and performance; resulting in poor job satisfaction, low personal fulfilment, poor sense of belongingness and others (Nombeko, 2019). This lack of confidence between manager and employee has one conceivable outcome as lack of job satisfaction, hence catalyzing the intention of employee to quit for better alternatives. The role of trust and job satisfaction can therefore not be taken for granted by firms in aspiring for the best output for sustainable business. Many researchers like Oladele (2006) have agreed that employee turnover intentions and the effect of human resource management practices with little attention on role played by job satisfaction. Job satisfaction is an influence that would induce the employee to work in the long term position. Dejene and Bamlaku (2020) the organization or firm would be confronted with cost of recruitment which caused by turnover due to poor management practices irrespective of job satisfaction. For this reason much attention must be paid to job

satisfaction when investigating the relationship between human resource management practices and employee turnover intentions. This study means to fill the knowledge gap in understanding the effects of human resource practices on employee turnover intentions through the mediating role of job satisfaction using Meher as the study case.

2.5 Conceptual Framework

The study proposed the conceptual framework to answer the research questions that help to accomplish the study goal. The framework here formulated concerns about variables that are differentiated as dependent, independent and mediator based on the topic of the research and the reviewed literature. Human resource management practice (HRMP) is independent variable (influencing), turnover is dependent variable (be influenced) and job satisfaction is the mediator (in between) with its concern of job nature, communication and compensation. Proposing conceptual framework is very important to address the research question target. According to this research three human resource management practices gain concern. These are Recruitment, training and incentive and reward activities (pay practices).



Figure 2 Conceptual Framework

Adapted from Ernest and Nkiru (2018) and Dasilveira et al, (2020)

Ernest and Nkiru (2018) stated that recruitment and selection are the initial process to evaluate staff. This is apprehensive with identification, attraction and selection of the qualified person meeting the job requirements of the organization. It is an important process to carry out

otherwise the outcomes inappropriate recruitment and selection is extensive. Employee Training is an imperative element in constructing the human capital. Investing in employee training programs can make employees feel indebted to the company thereby increasing his loyalty. Training is indispensable for the employees to perform. Specified jobs require focused skills and knowledge by which the job is much easier to perform as it is in the benefit of the employee (Sareen, 2018). Ernest and Nkiru (2018) suggest that quality and quantity performance is positively associated with clear and measurable goals; incentives are also positively related with the performance. In addition, meta-analysis of organizational behavior studies shows that employees who perceive high relative salary, employment security, salary satisfaction, career development opportunities and other human resource incentives have low turnover rate (Dasilveira et al., 2020). Developing a positive attitude toward the employee's job is articulated as satisfaction. As a result, employees want to fulfill their work expectations in an appropriate environment and under appropriate circumstances in return for their work performance. By so doing, the more their expectations are fulfilled the higher the job satisfaction (Chaudhry and Bhaskary, 2016). Their findings displayed that there is a positive relationship between HRM practices and job satisfaction. Meanwhile HRM practice is a significant factor of job satisfaction of employees, the impression supports to develop the study hypothesis:

Dasilveira et al., (2020) stated that job satisfaction mediates the influence of salary and promotion on turnover intention and this study found that job satisfaction plays a mediating role in the influence of competitive salary, career promotion opportunities, challenging working environment and learning culture on the talent flow intention of Indian business process outsourcing organizations.

2.6 Chapter Summary

The chapter consist various sections and sub sections that concerns about this paper. Job satisfaction of employees, HRM practices; recruitment, training and incentive have been reviewed in different overview of writers, researchers and other related workers. The framework of the study, empirical review and theoretical review are taken place. The review materials include books, theses, dissertation, different journals and websites.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

Under this chapter the research onion of Saunders, Lewis and Thornhill (2009) was applied. By peeling up the “onion” from outer parts starting from research philosophy, strategies, method choices, time horizons and techniques of data collection to inner will be reached. Research philosophy is the first layer of the research ‘onion’ that contains three ways of thinking and provides alternatives in accordance different aspects. These are ontology, epistemology and axiology. The study will adopt epistemological way by using positivism philosophy which is natural science method that helps to study social science realities (Michael, 2015) in (Bryman and Bell, 2015). This section looks at the research methods to be used in order to achieve the objectives of the study. It mounts research design and approach, data source and the methods uses in data collection for the research. It also recognizes the target population for the study, the sample size and frame, sampling technique and other method of study.

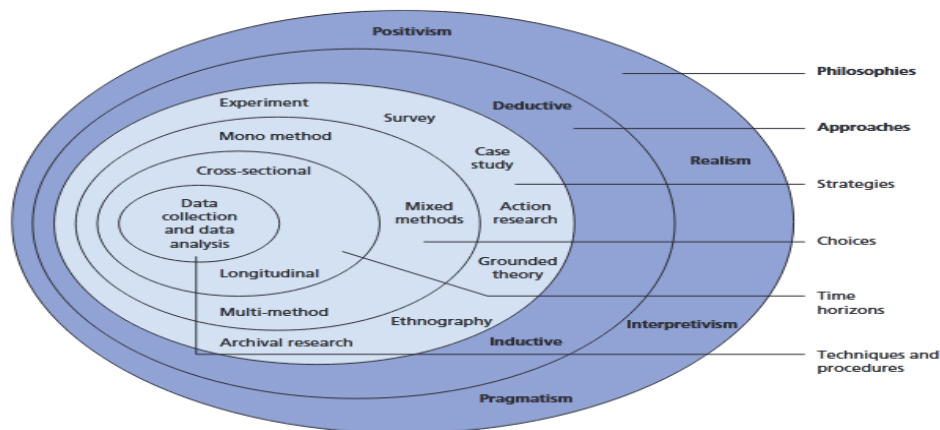


Figure 3 the research onion

Source: Mark Saunders, Philip Lewis and Adrian Thornhill (2009) Page: 108

3.2 Description of the Study Area and Time

3.2.1 Site Description

The study was conducted in Addis Ababa; akaki kality sub city which is one of the eleven sub cities of Addis Ababa Meher fiber products factory. Meher fiber products factory was built as plant in 1943 E.C in Addis Ababa city with production capacity of 15 Ton in a day it was owned by the state because of the policy of the country at that time. Now a day the organization is owned by the private company called G-seven trade and industry PLC that its head office found in the Addis Ababa with same sub city (Meher fiber products factory, 2022)

Regarding time horizon there are two mechanisms that can be applied in research accomplishment. These are cross sectional and longitudinal time horizon. This research is adopted cross-sectional time horizon. Because the research focuses specific incident that is the effect of human resource management practices on employee turnover in Meher. Cross sectional time horizon is very important to analyze specific phenomena at particular time. Its other interesting side is applicability with survey strategy. It is also good in minimizing hurdle of time constraints (Saunders et al, 2009) in (Robson, 2002).

3.2.2 Background of the Company

Meher Fiber Products Factory is one of sister companies of G- seven Trading and Industry plc which runs Meher Fiber Products Factory ,Ethiopian Fiber Products Factory, Hossana project, and metekel aysid farms. The factory was privatized from government in 1999 in G.C. with 1500 employees and fifteen tone daily productivity. The factory administrative structure encompasses the board of directors at highest level, managing director, general manager and under general manager there are production and technique department, human resource department and quality services and under each departments there are divisions and work units up to individual labor (Meher Fiber Products Factory, 2022).

3.3 Research Approach

Research can be approached as qualitative and quantitative or mixed when approach to research has been well-thought-out as the criterion of classification. Qualitative research is extra

subjective in nature than quantitative research and involves examining and reflecting on the less tangible aspects of a research subject. While, the emphasis of quantitative research is on collecting and analyzing numerical data; it concentrates on measuring the scale, range, frequency etc. of phenomena. Furthermore, mixed method integrates quantitative and qualitative data collection and analysis in a single study or a program of enquiry (Creswell, 2014). Saunders et al (2009) dictates that research onion includes the deductive and inductive research approaches in the second layer. It is a matter of choice to the researcher to use either of the two. The deductive approach concerns “the development of a theory that is subjected to a rigorous test”. On the other hand the inductive research approach starts single phenomena then reaches to conclusion. In this paper the researcher applied deductive research approach. The strategy is the other layer in the research “onion” model that forwards to the researcher alternatives from Saunders et al (2009) present whether they can be applicable deductively or inductively. These are experiment, survey, case study, action research, grounded theory, ethnography and archival research. The study author chooses the survey research strategy which is good to gain enormous data easily in accordance to the topic.

This study was more structured and results can be easily collected. On other hand, this study depended on careful definition of the meaning of HRM practices, turnover intention, and the mediating role of job satisfaction. Mixed methods have a procedure in which the researcher converges or merges quantitative and qualitative data in order to provide a comprehensive analysis of the research problem. In this design, the investigator collects both forms of data at the same time and then integrates the information in the interpretation of the overall results. The study applied mixed research approach followed by concurrent triangulation strategy.

3.4. Research Design

The research design can be categorized using a variety of ways, such as the methods of data collection, time dimension, researcher participation and the purpose of the study. Then again, the most widely-used classification is the one based on the purpose of the study. There are three types of research design based on the study’s purpose: exploratory, descriptive and causal (Creswell, 2014). The exploratory study provides more insight and ideas to discover the real nature of the issue under investigation. Descriptive study stems from prior knowledge and is

concerned with describing specific phenomena; it is a means to an end rather than an end, since it encourages future explanation. Causal or explanatory research explains causal relationships between variables. These three basic designs are interrelated, and the research can combine more than a purpose.

This study investigated the effect of HRM practices on turnover intention in industrial sector. The study explained causal relationships among factors influencing effect of HRM practices on turnover intention to facilitate generalization and to predict the future. Moreover, it employed mathematical models and theories pertaining to HRM practices on turnover intention. Moreover, the study provided a complete picture of HRM practices and turnover intention in Meher and explained job satisfactions that are the essential task of human resources manager under modern industrial management system. Accordingly, this study appropriately employed descriptive study and explanatory research.

3.5 Data Source and Type

In this study, it took a primary data for analysis and described the problem raised in the statement of the problem. Primary data were originated by the researcher for the specific purpose of addressing the problem at hand. Consequently, the primary data was originated by the researcher for the specific purpose of addressing the problem that was indicated in the first chapter. In this study, a primary data sources were collected from employees of the surveyed firm. Even if obtaining can be expensive and time consuming, primary data for this study was gathered through structured questionnaires and interview. In addition, this study used secondary data to analysis actually turnover in the surveyed firm and its production and human resource policy implications.

3.6 Population and Sampling

3.6.1 Target Population

Population is defined as the complete set of units of analysis that are under investigation, while element is the unit from which the necessary data is collected (Chaudhry and Bhaskary, 2016). This study examined the employees of the surveyed firm in Addis Ababa in Meher fiber products

factory from both genders. The target population of the study was 474 employees of the surveyed firm in Addis Ababa during the year 2022.

3.6.2 Sample Size

The sample was drawn from employees of the surveyed firm through stratified and random sampling methods. It was picked because it is the more accessible method for reaching the respondents by obtaining direct and personal search. In order to make generalizations with confidence about the constructs under investigation, the appropriate sample size has to be considered. The sample size of this study was determined by using the formula developed by Taro Yamane (1967).

$$n = \frac{N}{1 + N(e)^2}$$
$$n = \frac{474}{1 + 474 (0.05)^2}$$
$$= 217$$

Where, n is the sample size, N is the population size, E is the level of precision or sampling error = (0.05). The total number of employee in the firm is 474 and the sample size of 217 employees was selected from the population of 474.

3.6.3 Sampling Technique

Stratified sampling method was used for this research study. In this study, 217 respondents were selected. The research design is predominantly explanatory that focus to gain fruitful information about the effect of human resource management practice on employee turnover in Meher. The total population is 474 and the sample to be taken is 217. It is about 45% of the population. Ruth (2015) in Mugenda and Mugenda (2003) Stated that minimum 10-20% of total population for sample in research is favorable. The sample 10-20% is appropriate which can help for even population representation and prevents biased conclusion (Ruth, 2015). Even if the above

researchers said 10-20% of the population is to be more confident the author chooses Yamane (1967) and Krejcie and Morag (1970) sample determination formula and table.

Table 2 Sample Distribution

Population type	Population size	Proportion	Sample size
Administrative& managerial	60	0.457806	27
Technique	94	0.457806	43
Production	290	0.457806	133
Quality	30	0.457806	14
Total	474		217

Source: Study Result, 2022

Stratified proportionate sampling technique was used, the strata in this case being different grades of employees in the studied private manufacturing firm. The four current positions of the surveyed industry were selected based on organizational structure and their job positions. A stratified random sampling technique was used in order to obtain representatives from each group. Accordingly, the population was be stratified by four groups and study participants from each stratum was be then selected randomly. A stratified random sample ensures that all parts of the population are represented in the sample in order to increase the efficiency of the study. Besides, it is helpful for administrative convenience and may produce gain in precision of estimates of the characteristics of the whole population (Kothari, 2014). A sample of the different sections was be used to get the number of respondents to be interviewed.

3.7 Research Instrument and Methods

Data collection for this research was through primary and secondary sources.

3.7.1 Interview

The interview method of collecting data involves presentation of oral-verbal stimuli and replay in terms of oral verbal responses. The researcher used purposive sampling method to select 10 respondents for the interview. The reason to select purposive sampling is that the respondents are

assumed to have more connection, deep knowledge, relation and awareness about the leadership practices in Meher fiber products factory. Accordingly, interview check list was developed and face to face and phone interview were used to accomplish the objective of the study.

3.7.2 Questionnaire

Structured questionnaire with close-ended question in 5 Likert scale items be first prepared in English and then translated into Amharic to collect the required data for this study. The Primary source of information was collected through structured questionnaires and interview. The structured questionnaire instrument technique was used to conduct this research. Structured questionnaires were distributed for who are working in the factory, member of management and personnel department, therefore the target population includes employees who are working in Meher. These questions adapted from Sareen (2018) for job satisfaction, Khoreva, et al., (2018) for HR Practices and Dasilveira et al.(2020) for both human resource management practicesand employee turnover intention. The data collection mechanism also included face to face which was favorable to fulfill the areas not be covered by questionnaires. Especially the management had great space. The secondary data collection work was conducted by consulting written materials which are related to the topic of the research. This way had good contribution in accordance to accomplish the paper. Therefore in both quantitative and qualitative approach the research was communicated.

3.8 Reliability and Validity Tests

3.8.1 Instrument Validity

Content validity of a measuring instrument is the extent to which it provides adequate coverage of the investigative questions guiding the study. In this study, content validity was determined by consulting the expertise of the supervisor and human resource experts. These experts examined at every question in the questionnaire and do their own analysis to ascertain that the questions answer research objectives of the area understudy. Recommendations from the experts were taken into consideration in order to improve the questions. Opinion of experts who have specialized knowledge and experience on the study was taken.

3.8.2 Pilot Study

A pilot survey was conducted using ten respondents to promote efficiency in testing and verifying the survey questionnaire before executing a large-scale survey. As a result, the study used ten respondents prior to administering the questionnaire. A pilot study was undertaken in to check reliability of the surveys, before the real analysis. The guiding was done within the institutions branches in Addis Ababa.

3.8.3 Instrument Reliability

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. The purpose of deriving a scale score by having multiple items is to obtain a more reliable measure of the construct than is possible from a single item. Therefore, Cronbach’s alpha gives the proportion of the total variation of the scale scores that is not attributable to random error. To address issues of possible common method variance, Cronbach Alpha reliability test is conducted for all the measures. Reliabilities are checked and found high to analyze the association between the variables under study. Regarding these Saunders et al (2009) states that internal validity is in connection to whether the questionnaire shows the exact intended result and usage. The author tries to see the status of the questionnaire doing pilot test. The result shows all questions can be understandable; no need to remedy and they shaped in intended form.

Table 3 Reliability Test Results

Variables	Reliability Statistics	
	Cronbach's Alpha	N of Items
Recruitment	.880	7
Training	.778	7
Incentives	.820	7
Job Satisfaction	.805	17
Employee Turnover Intention	.782	9

Source: Study Result, 2022

To measure reliability of questionnaire used in study, the Cronbach’s alpha statistic was calculated for Likert scale questions. Cronbach’s alpha statistic is greater than 0.7. This is because a high alpha is caused by a high variance which means there is a wider variance of the responses and makes it easier to differentiate amongst responses (Hassan, 2018). According to

him, a questionnaire with a Cronbach's alpha of 0.75 is taken as reliable. For this particular study, the reliability test will be as done during the pilot study to ensure that any questions with a high alpha if item is deleted are dropped before the main study. This will be explained by the criteria that if the question is dropped, the overall Cronbach's alpha increased. The tool that was used for the pilot study used to collect main data and coded into SPSS and calculation of Cronbach's alpha to measure for internal consistency of polls and outcomes. Outcomes reflect each of the items has Cronbach's alpha of above 0.75 which is considered as a good indicator of reliability. According to Hassan (2018), if the items in a test are correlated to each other, that are they measure the same variable, the value of the alpha is increased. The high Cronbach's alpha for variables each shows that questions in each section were reliable and there was internal consistency.

3.9 Data Analysis Technique

Both qualitative and quantitative data analysis methods were applied based on the nature of data collection

3.9.1 Data Processing

The final research methodology implementation stage is data analysis and presentation. Under this section the data that was collected in both quantitative by the help of distributing questionnaire and qualitative in interview. The collected data was presented by using mixed research method. The statistics package for social sciences (SPSS) version 25 was applied. The data collected by the help of close ended questionnaires are good to analyze and present in SPSS with the computer software. All variables concerned in collected data was cleaned, coded and analyzed individually.

3.9.2 Descriptive Analysis

The mechanisms that are appropriate to descriptive research ordinary list square methods were used. Mean, standard deviation, percentage and tables which can reflect frequencies was included in the presentation of the data gathered on the effect of human resource management practice on employee turnover in Meher fiber products factory. As it is discussed in the beginning of this section, the study is employed descriptive and explanatory research. Finally, qualitative

data was gathered through interview and document review was analyzed through organization based on their types and reduction through summarization and categorization.

3.9.3 Inferential Analysis

Besides, inferential statistics like Pearson correlation and regression will be applied to see the effect of the independent variable (HRM Practices) on the dependent variable. Inferential statistics included bivariate correlation, which were used to analyze the relationship of the independent variable. In addition, correlation and regression to test for relationships while a multiple regression model was used to determine the combined effect on the relationship between the independent variables and outcomes.

3.9.4 Testing Mediation with Regression Analysis

In this study, the researcher used an SPSS macro developed Andrew Hayes (Hayes & Rockwood, 2017) to test an indirect effect using the Yale social support data. The "Process" macro can be downloaded from: <http://www.processmacro.org/download.html>. In this study, HRM practices are the predictor, Job Satisfaction is the mediator, and turnover intention is the final outcome.

Here is a picture of the model

Model specification

The multiple linear regression model of the study is based on the theoretical regression model indicated as follows

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where:

Y = Employee Turnover intention

a = the y intercept.

X_1 – Recruitment

β_1 = the regression coefficient of Recruitment

X_2 – Training

β_2 = the regression coefficient of Training

X_3 – Incentives

β_3 = the regression coefficient of Incentives

e = error term.

Model for Mediation Effect

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where:

Y = Job Satisfaction

a = the y intercept.

X_1 – Recruitment

β_1 = the regression coefficient of Recruitment

X_2 – Training

β_2 = the regression coefficient of Training

X_3 – Incentives

β_3 = the regression coefficient of Incentives

e = error term.

$$Y = a + \beta_1 X_1 + e$$

Where:

Y = Job Satisfaction

a = the y intercept.

X_1 – HRM Practices

β_1 = the regression coefficient of HRM Practices

e = error term.

$$Y = a + \beta_1 X_1 + e$$

Where:

Y = Turnover Intention

a = the y intercept.

X_1 – Job Satisfaction

β_1 = the regression coefficient of Job Satisfaction

e = error term.

3.10 Ethical Consideration

Ethical concerns are the paramount throughout research accomplishment. The research ethical consideration has focus and context which analyses the way the author manifest behavior in relation to the right of participants whether individually or in groups they may be affected by the research author. Therefore the research ethics has dealing and connection to the questions that are prepared, the thinking of the author and the topic of the research, attaining access, gathering necessary information and analyzing it and writing the findings. Throughout this process in findings write up and presentation ethical consideration of researcher behavior and all other parties should be kept (Saunders, 2009). Michael (2015) states that ethical concerns are behavioral standards that help in decision making process regarding treating ourselves and others' behavior. The main target of ethical issues in research is by any means individuals and groups should not be bothered and influenced by the result of the research.

The research author method choice is mixed method. Quantitatively applying questionnaire and qualitatively by using interview. In either case the participants' right is exhaustively respected. The questionnaire is distributed to the respondents and they fill it by themselves. Therefore there is no any intervention and exertion. Regarding the interview; it takes place face to face in each question presentation the respondents consent is considered. The result of interview only is presented after the finding has been seen by the interviewee and their agreement. The study took into account the well-established and thorough research ethics reminds us that it is unethical to a researcher to present a biased report or not to report the truth as it is. They were informed about their rights to interrupt the interview at any time. Confidentiality was exactly maintained at all levels of the study. Concerning the research ethical conducts, as it is indicated above, all scientific evidences and supporting documents were consulted and properly acknowledged.

The study used an adopted questionnaire as a method of data collection. The questionnaires provided a good qualitative data that was used to gather more opinions on the statements. The respondents were allowed to give their opinion freely since questionnaires also afford them the anonymity that was required in research. Respondents of the research were informed about the purpose of the research and personal information must be kept anonymous. Moreover, informed written consent was obtained from every study participant. Respondents were guaranteed that the research was used for research purpose only and their views will be taken as they respond and standard questions were used. This research was undertaken with proper authorization from the relevant authorities.

CHAPTER FOUR

DATA ANALYSIS AND THE RESEARCH RESULT

4.1 Introduction

This chapter presents results from the analyzed data and corresponding discussions on the significance of the data. It has been planned to the research objectives. As a result, the data collected through both the questionnaire and interview are presented and analyzed. Descriptive and explanatory type of mixed methods was employed to capture the best of both the quantitative and qualitative approaches. Therefore, the results are presented displaying descriptive statistics and inferential statistical techniques while the qualitative results are presented in terms of themes supported by summarization. For that reason, the integration of the quantitative and qualitative results occurred in the discussion section of the paper. A response rate and demographic profile of respondents is presented followed by presentation of result and analysis of responses on HRMP and employee turnover intention in Meher as manufacturing sector in Ethiopia.

4.2 Response Rate

As indicated in chapter three, the suggested sampled size was 217 employees of the surveyed organization. Response rate achievement is compiled and reported below.

Table 4 Response Rate by Job Category

Population type	Population size	Proportion	Sample size
Administrative& managerial	60	0.457806	27
Technique	94	0.457806	43
Production	290	0.457806	133
Quality	30	0.457806	14
Total	474		217

Source: Study Result, 2022

A total of 217 employees were surveyed in this manufacturing firm out of which 197 agreed to participate in the study. After eliminating 20 incomplete questionnaires (10 from production, 4 from administration, 4 from technique and 2 from quality) the researcher had a usable sample of 197 questionnaires yielding an extremely high response rate of about 91 percent. Participants were asked to fill the questionnaires during their regular working hours in the study areas. A response rate of 50% is adequate for a study, 60% is good and 70% and above is excellent as per the study of Sareen (2018). This is a strikingly positive response rate which could progress the validity of the research and generalizability of the findings. In view of that, the study appeared good data collecting achievement. All participants were assured that their participation was voluntary and anonymity was guaranteed before distributing the questionnaire.

4.3 Demographic Characteristics of Respondents

The study intended to consider the demographic information of the respondents. These data were important in ascertaining the background of the respondents and how they contribute to influence the objectives of the study. Demographic findings were therefore presented in this section and the data in this section included; education level in the organization, age bracket of the respondents, gender and the years of employment in the study organization.

4.3.1 Gender of the Respondents

Further the study sought to establish the gender of the respondents. The data collected was presented in the column figure below.

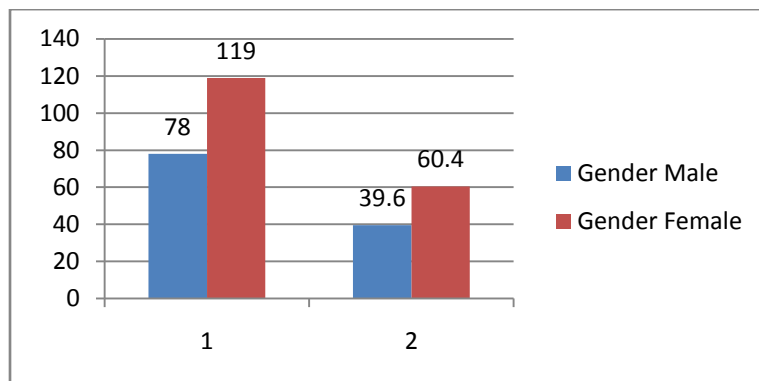


Figure 4 Respondent's Gender Distribution

Source: Study Result, 2022

From the findings of this survey the majority 60.4 % of the respondents were female while 39.6 % of the respondents were male, the findings on the gender implies that majority of the respondents were female as depicted here. This clarifies that the majority of the respondents are females which is out of usual expected norm in private and public employment sector that is male dominance. The results indicate that there is opposite result of the research that is done by (Khoreva et al., 2018). He stated that in most manufacturing and other public and private organizations and enterprises in developing countries males are dominant. Therefore, the percentage indicates an increase in the number of women engaging in manufacturing firm. This is promising and can be taken as a model for females' participation in this magnitude in the sector which should be given further attention and support to more women participation throughout various developing countries private manufacturing activities.

Table 5 Profile of Respondents Profession and Education

Variables (Category)		N	%
Age	18-30	39	19.8%
	31-40	65	33.0%
	41-50	45	22.8%
	51-60	45	22.8%
	> 60	3	1.5%
Education	Below Diploma	109	55.3%
	College diploma	53	26.9%
	First Degree	33	16.8%
	Master and above	2	1%
Length of work Experience	< 5	27	13.7%
	6-10	78	39.6%
	Above 10	92	46.7%
Marital status	Single	86	43.7%
	Married	80	40.6%
	Widowed	16	8.1%
	Separated	15	7.6%

Source: Study Result, 2022

The study required establishing the age of the respondents; the data collected under this were presented in the above table. From the data collected around 19.8 % of the respondents were aged between 18 – 30 years, the majority (33 %) of the respondents was aged between 31 to 40 years, 22.8 % of the respondents were aged between 41 to 50, again 22.8 % of the respondents were aged between 51 to 60 and consequently only 1.5 % of the respondents were aged above 60 years. The finding therefore implies that majority of the employees of the surveyed private firm are aged between 31-40 years of age. This shows that the majority of employees in the company are likely compose young adults.

The study considered establishing the profession and education status of the respondents; the data collected under this were presented in the table above. The respondents contacted in this study were requested to reveal less education attained. Exactly 55.3 % of the respondents were found they had below diploma education level and 26.9 % of them were found to be graduates in diploma at college level while 16.8 % of the respondents have attained first degree level of education and only 1% of them were found to have post graduate.

The profile of respondents based on their working experience and marital status is presented in the table above. From the data collected, 78 of the respondents have worked with this private manufacturing firm for a period 6 to 10 years, 92 of the respondents that is the majority have worked with this private manufacturing firm for a period above 10 years and 27 of the respondents have worked with the company for a period less than five years. On other hand, about 80 of the sample respondents were married and 86 of the respondents were single or never married. This helps to get appropriate information about the employee engagement with in various positions. On the other hand, the majority of sampled employees are unskilled technical and production staff employees. This has an implication that the majority of the respondents look forward for better education and training as well as job position and promotions which has intact with better benefit packages and salaries. The findings per distribution of respondents with respect to education implies that majority of the respondents sampled for the study are reasonably educated as a practices of industrial labor work force to provide responses on topic under discussion. The majority of respondents in interview also deal about employee's educational background as a key to excel the employment activities in the factory.

4.4 Statistical Assumption Tests

4.4.1.1 Multi-Collinearity Test

Multicollinearity refers to a situation in which there is exact (or nearly exact) linear relation among two or more of the input variables. The assumption assumes that independent variables are not highly correlated with each other. The assumption is tested by Variance Inflation Factor (VIF) statics as follows:

Table 6 Variance Inflation Factor (VIF) statics result

Variables	Tolerance	VIF
Recruitment	.710	1.409
Job Training	.780	1.282
Incentives	.804	1.244

Survey result, 2022

Regarding VIF (Variance Inflation Factor), the practical experience shows that if any of the VIF results exceeds 5 it is an indication that the associated regression coefficients are poorly estimated because of multicollinearity. Co linearity Statistics shows that the VIF value of all variables which are less than 5 and no co linearity is observed on this data. The table also presents the result of regression analysis; the result regression analysis is based on organizational performance. The independent variables that contribute to variance of the dependent variable are explained by standardized Beta coefficient.

4.4.1.2 Linearity Test

Linearity refers to the degree to which the change in the dependent variable is related to change in the independent variables. To determine whether the relationship between dependent variable (turnover intention) and the independent variables is linear, plots of regression residuals through SPSS had been used.

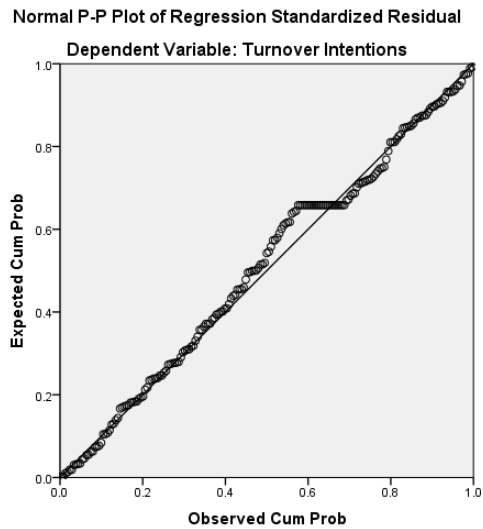


Figure 5 test for Linearity Test

Survey result, 2022

The scatter plot of residuals displays no big differences in the spread of the residual as we look from the left to the right in the above figure. This result suggests that the relationship that is being predicted is linear; therefore, the assumption is satisfied.

4.4.1.3 Normality Test

The subsequent figure displays the frequency distribution of the standardized residual compared to normal distribution.

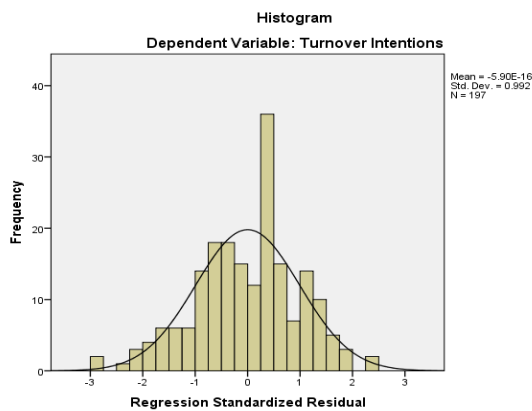


Figure 6 Histogram for testing normality

Survey result, 202

As can be expected from the figure, the data points are close to the diagonal line confirming that there is normality. The graph shows the histogram that is a plot of how often possible values occurred. It's one way to see if there is anything really strange in given data - any extreme values, or all the scores piled up on one side. The normality through histogram displayed that the study data produced a bell-shaped curve that shows the normal distribution of the series. In this study, the figure above displays a bell-shaped distribution of the residuals and it demonstrated X-axis shows the residuals, whereas Y-axis represents the density of the data set. As a consequence, this histogram plot confirms the normality test results from the two tests in this study.

4.4.1.4 Heteroscedasticity through scatter plot

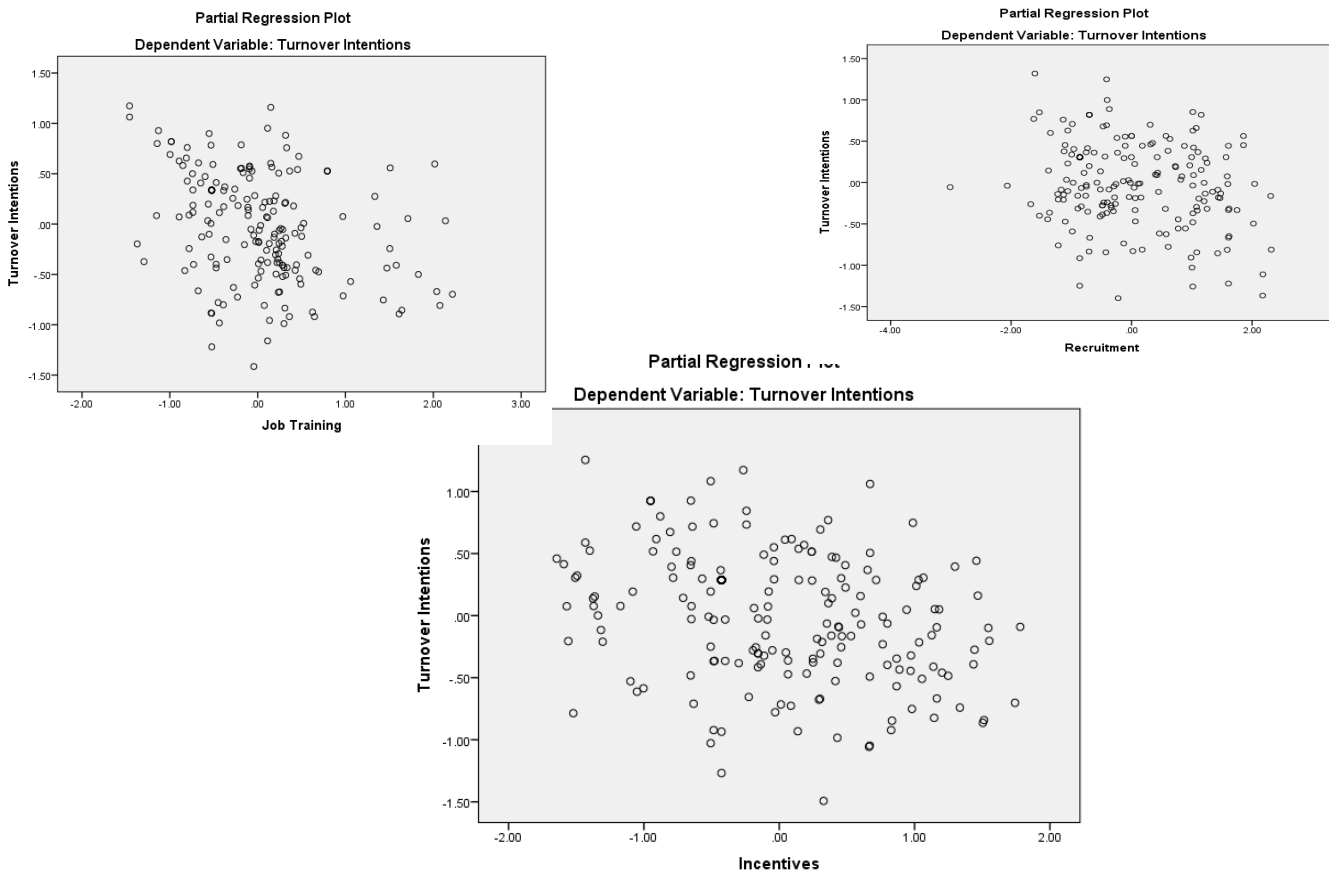


Figure 7 Scatter plot

Survey result, 2022

A scatter plot is a graphical technique used to illustrate the association of two numerical variables. Data are characterized visually by making a graph with two axes: horizontal (x axis) and vertical (y axis). Each point in the plot represents one observation. When all observations are plotted, the diagram conveys information about the direction and magnitude of the association of the two variables (x and y). Since the dots are dispersed, it shows the data meet the assumptions of the errors being normally distributed and the variances of the residuals being constant. By using the least squares method (a procedure that minimizes the vertical deviations of plotted points surrounding a straight line), it is able to construct a best fitting straight line to the scatter diagram points as indicated above.

4.4.1.5 Test for Autocorrelation Result

Assumption that is made of the multiple linear regressions disturbance terms is that the covariance between the error terms over time (or cross-sectional, for that type of data) is zero.

Table 7 Durbin-Watson Test Result

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.650 ^a	.423	.414	.49123	1.195

a. Predictors: (Constant), Incentives , Job Training , Recruitment

b. Dependent Variable: Turnover Intentions

Survey result, 2022

To test the presence of autocorrelation, the popular Durbin-Watson Test was employed in this study. In other words, it is assumed that the errors are uncorrelated with one another. If the errors are not uncorrelated with one another, it would be stated that they are “auto correlated” or that they are “serially correlated”. A test of this assumption is therefore required

4.5 Magnitude of HRM Practices in the Firm

In this study, therefore, the respondents were then asked to indicate the extent to which the following HRM practices, job satisfactions and employee turnover level at this private manufacturing firm. A scale of 1-5 was provided where 5= strongly agree, 4 = agree 3=neutral 2= disagree and 1= strongly disagree. According to Kothari (2014) a positive median should be

over medium 3 on the Likert scale. From the responses, mean and standard deviation were used for ease of interpretation and generalization of findings. In this study a median of 3 and above was treated as a positive result while a lower score was treated as a negative result.

4.5.1 Level of Recruitment Practices

Objective one of the study sought to establish the level of employee engagement at the surveyed organization. For that reason, empirical findings of the responses

Table 8 Respondents Responses on Recruitment

Statements	Strong Dis agree		Dis agree		Neutral		Agree		Strong agree		Mean	Std. Deviation
	N	%	N	%	N	%	N	%	N	%		
Gain good briefing	8	4%	29	15%	62	32%	44	22%	54	27%	3.54	1.158
Feel as good firm	19	10%	51	26%	28	14%	40	20%	59	30%	3.35	1.39
Join as no job opportunities	17	9%	49	25%	30	15%	26	13%	75	38%	3.47	1.427
Assumed good firm	3	2%	39	20%	63	32%	70	36%	22	11%	3.35	0.971
Suggest others to join	11	6%	43	22%	43	22%	41	21%	59	30%	3.48	1.276
Join by answering interview	13	7%	59	30%	17	9%	75	38%	33	17%	3.28	1.241
Related entrance exam	7	4%	55	28%	35	18%	60	31%	40	20%	3.36	1.19
Grand Mean											3.40	

Source: Study Result, 2022

The grand mean (3.40) was above 3 and it shows that this private manufacturing firm has a good HRM process for searching the candidates for employment and stimulating them to apply for jobs in the organisation. Basically, Khoreva et al., (2018) stated that recruitment is the activity that links the employers and the job seekers. In addition, the highest mean scores show that sampled employees said gain good briefing during my joining and join the organization because of no other job opportunities. However, the lowest mean was recorded as 3.28 and it shows that employees did not join the organization by fully answering the interview. The majority of the interview responses assured that this firm attempted attracting capable applicants for employment. The process activates when new employees are required and ends when their job offer submissions are submitted.

4.5.2 Level of Training practices

According to human resource activity description the training officers arrange theoretical and on job trainings in accordance to the assigned work nature and difficulty.

Table 9 Respondents Responses on Training

Statements	Strongly Dis agree		Dis agree		Neutral		Agree		Strong agree		Mean	Std. Deviation
	N	%	N	%	N	%	N	%	N	%		
Obtain updated training.	16	8%	67	34%	90	46%	20	10%	4	2%	2.64	0.849
Uninterrupted follow up	12	6%	90	46%	66	34%	21	11%	8	4%	2.61	0.906
Provided sufficient training	20	10%	86	44%	60	31%	22	11%	9	5%	2.56	0.975
Training covers theory and practice	51	26%	63	32%	63	32%	18	9%	2	1%	2.27	0.982
No communication problem during training related to language	55	28%	55	28%	65	33%	16	8%	6	3%	2.3	1.059
Show great concern during training	27	14%	73	37%	62	32%	33	17%	2	1%	2.54	0.961
Training need assessed before ahead additional necessary trainings	24	12%	64	33%	66	33.50%	30	15%	13	7%	2.72	1.074
Grand Mean											2.52	

Source: Study Result, 2022

The grand mean (2.52) was below 3 and it shows that this private manufacturing firm provides insufficient training program or irrelevant content presented in training content. The training can take from few days up a month based on the position that an employee preparing to take over. As the personnel department report some trainees cannot complete their training in the specified time by the organization. But they cannot immediately be fired because Ethiopian labor proclamation 1156/2019 announces that a probation period of sixty days. After training completed there is minimum limit of daily expected productivity from individual worker based on the position that he/she assigned. The majority of respondents in interview also analyses about the problem in content and quality of the training activity in the organization.

4.5.3 Level of Incentives practices

The below table shows that the grand mean (3.05) was above 3 and it shows that this private manufacturing firm has provided adequate financial incentive are more likely to make employees stay with the organization.

Table 10 Respondents Responses on Incentives

Statements	Strong Dis agree		Dis agree		Neutral		Agree		Strong agree		Mean	Std. Deviation
	N	%	N	%	N	%	N	%	N	%		
The factory has incentive system that concern all employees	24	12%	56	28%	52	26%	56	28%	9	4.60%	2.85	1.105
The incentive packages are distributed for all fairly	23	12%	33	17%	41	21%	84	43%	16	8.10%	3.19	1.165
The award of the incentive is depend on the performance of the worker	32	16%	39	20%	41	21%	79	40%	6	3.00%	2.94	1.172
In Meher the management is ready in preparing projects that help the employee to generate additional income	6	3%	48	24%	46	23%	74	38%	23	11.70%	3.3	1.059
There is scheme to reward employees for carrying extra activities in addition to the responsibility provided by job description	13	7%	55	28%	37	19%	81	41%	11	5.60%	3.11	1.082
The organization arranges for sponsored trips and yearly celebrations for the workers who perform well	9	5%	54	27%	57	29%	76	39%	1	0.50%	3.03	0.931
There is a good system of recognizing achievements	12	6%	60	31%	60	31%	56	28%	9	4.60%	2.95	1.009
Grand Mean											3.05	

Source: Study Result, 2022

As per the majority of the interview responses, when high performers are adequately rewarded, they will not quit. The highest mean scores shows that it is ready in preparing projects that help the employee to generate additional income in Meher the management and the incentive packages are distributed for all fairly. But the lowest mean score shows that there is also the concern of incentive system all employees. Therefore, desire to leave and ease of leaving the organization are not heavily exaggerated by reward. But as the majority of the interviewee analyzed that they suspect that most of employees quitting is caused by incentive mismatch with continuous inflation and the income not following with the same rate.

4.6 Level of Job Satisfaction in the Firm

Table 11 Respondents Responses on Job Satisfactions

Statements	Strong Dis agree		Dis agree		Neutral		Agree		Strong agree		Mean	Std. Deviation
	N	%	N	%	N	%	N	%	N	%		
Satisfactory salary paying	70	36%	27	14%	50	25%	46	23%	4	2%	2.43	1.246
Feel satisfaction in production incentive	78	40%	38	19%	22	11%	45	23%	14	7%	2.39	1.386
Well informed about efforts	87	44%	38	19%	25	13%	37	19%	10	5%	2.21	1.319
Always recognize	57	29%	38	19%	39	20%	61	31%	2	1%	2.56	1.23
Satisfied by experience	78	40%	34	17%	34	17%	44	22%	7	4%	2.33	1.297
Satisfactory reward situation	62	32%	36	18%	55	28%	37	19%	7	4%	2.45	1.214
Satisfied with job title	49	25%	43	22%	56	28%	38	19%	11	6%	2.59	1.212
Conducive for work	51	26%	48	24%	49	25%	40	20%	9	5%	2.53	1.206
Low work load	44	22%	48	24%	53	27%	49	25%	3	2%	2.59	1.133
Easy to run	49	25%	42	21%	57	29%	38	19%	11	6%	2.59	1.211
There is good ventilation	59	30%	51	26%	22	11%	64	33%	1	1%	2.48	1.24
Assist in work issues	29	15%	37	19%	64	33%	66	34%	1	1%	2.86	1.058
Strong interest capacity	18	9%	54	27%	86	44%	36	18%	3	2%	2.76	0.91
Management concern	24	12%	43	22%	85	43%	39	20%	6	3%	2.8	0.995

Good relationship with co-workers	19	10%	53	27%	64	33%	46	23%	15	8%	2.92	1.092
Good relationship with other department workers	19	10%	76	39%	26	13%	40	20%	36	18%	2.99	1.309
Satisfied in interaction with the surrounding community	20	10%	60	31%	44	22%	41	21%	32	16%	3.03	1.255
Grand Mean											2.62	

Source: Study Result, 2022

The grand mean (2.62) was rated as satisfactory. Due to sampled employees whose managers relate with them in poor ways, hinders optimum state and performance; resulting in poor job satisfaction and poor sense of belongingness. This creates lack of trust between manager and employee that has one possible outcome as lack of job satisfaction, therefore catalyzing the intention of employee to quit for better alternatives (Nombeko, 2019). Job satisfaction in terms of firms should be an ethical requirement and social responsibility before anything else and its effects upon the institutional performance should be reflected. It meant social, economic, and psychological satisfaction of employees should be delivered at work they carry on. When the manager of an entity provides these using different types of methods, creating the commitment and trust of employees to the workplace and increasing the motivation will be at ease. The lowest mean score were found below 2.5 and it ranged from 2.21 to 2.48. It meant the supervisor did not that much keep sampled employees well informed and quantify their efforts. Accordingly, they are not satisfied by their experience and ability recognized and gained equal chance with other employees with the same level of ability and they did not feel satisfaction in production incentive distribution that is based on the performance of them.

The highest mean scores display that they are satisfied on their good relationship with co-workers and they are satisfied on their good relationship with other department workers. In addition, it implies they are satisfied in my interaction with the surrounding community. It is satisfactory that reward situation is based on proper appraisal rate and grade promotion in regard to my actual performance. The role of expectation and job satisfaction can consequently not be occupied for arranged by firms in aspiring for the best output for sustainable business. For this reason much consideration need be funded to job satisfaction when investigating the relationship

between human resource management practices and employee turnover intentions. Mehmet and Büşra (2016) elucidated job satisfaction as the total of several experiences desired and not related to job. It was also discussed job satisfaction as criteria of various-dimension job attitudes related to the perceptions, feelings, and behaviors of employees. In this logic, job satisfaction is a function of values, and desire of an employee related to obtain actualizes anything whether consciously or not determines the level of job satisfaction. In other arguments, job satisfaction means meeting the values of an individual related to job at work, adaptation of these values with the needs of individuals, and emotional satisfaction achieved by an employee while evaluating the job or work life.

4.7 Level of Turnover Intention in the Firm

Table 12 Respondents Responses on Turnover Intention

Statements	Strong Dis agree		Dis agree		Neutral		Agree		Strong agree		Mean	Std. Deviation
	N	%	N	%	N	%	N	%	N	%		
As soon as I find a better job, I will leave this organization.	25	13%	48	24%	62	32%	59	30%	3	2%	2.83	1.044
I think I will still be working at this organization two years from now.	26	13%	42	21%	59	30%	64	33%	6	3%	2.91	1.089
I often think of changing my profession due to my current job.	22	11%	39	20%	64	33%	62	32%	10	5%	2.99	1.081
It is likely that I will actively look for a new job next year.	18	9%	34	17%	61	31%	66	34%	18	9%	3.16	1.104
I am seriously thinking of quitting my job.	40	20%	43	22%	43	22%	62	32%	9	5%	2.78	1.22
There is relatively high voluntary turnover	0	0%	44	22%	45	23%	72	37%	36	18%	3.51	1.033
I observe employees often quit for unexplained reason	0	0%	51	26%	31	16%	92	47%	23	12%	3.44	1.001
I am actively engage in job hunting	25	13%	67	34%	55	28%	50	25%	0	0%	2.66	0.995
I see experienced employees are resigning without notice in this firm.	10	5%	68	35%	68	35%	41	21%	10	5%	2.86	0.972
Grand Mean											3.01	

Source: Study Result, 2022

The grand mean (3.01) was rated as very good. This shows that inducements are decreased by the surveyed company; this wills higher the tendency of the worker to leave and vice versa. At the same time, managers should also be alert that of the question whether the decision to leave could have been prevented by the organization. This is important for the planning of management interferences. It would be realistic to manage this turnover as inevitable rather than spend on theorized preventive measures, such as increasing pay (Dasilveira et al., 2020). In this study, the highest mean scores show that there is relatively high voluntary turnover and sampled employees observe employees often quit for unexplained reason. All standard deviation have been observed and rated as well as they were below two.

4.8 Results of the Inferential Statistics

4.8.1 Correlation Analysis

To determine if any relationships existed between human resource in terms of recruitment, training and incentive, as well as job satisfactions and turnover intention a correlation analysis was conducted. Correlation analysis is concerned with measuring the degree of association between two variables, HRM practices and employee turnover intention.

Table 13 Correlations Test result N= 197

Variables	Job			Job	Turnover	
	Recruitment	Training	Incentives	Satisfaction	Intentions	
Recruitment	Pearson Correlation	1	.450**	.422**	.460**	-.501**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	197	197	197	197	197
Job Training	Pearson Correlation	.450**	1	.310**	.420**	-.518**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	197	197	197	197	197
Incentives	Pearson Correlation	.422**	.310**	1	.388**	-.483**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	197	197	197	197	197
Job Satisfaction	Pearson Correlation	.460**	.420**	.388**	1	-.513**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	197	197	197	197	197
Turnover	Pearson Correlation	-.501**	-.518**	-.483**	-.513**	1

Intentions	<u>Sig. (2-tailed)</u>	.000	.000	.000	.000
	N	197	197	197	197

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

Survey result, 2022

This study used Pearson’s Correlation Coefficient as of the study of Mehmet and Büşra (2016). Correlation coefficient is quantifying the degree to which two random continuous variables are linearly associated in a sample. It measures the degree of linear correlation between two variables. Sample correlation coefficient (r) measures the strength and direction of linear relationships between pairs of continuous variables. The possible values of r range from -1 to 1: Values near to +1: perfect positive linear relationship; -1: perfect negative linear relationship Values near to 0: no linear relationship although there may be a non-linear relationship and r is a dimensionless quantity; that is, r it has no units of measurement of HRM practices and turnover (r is a pure number without any unit).

The data in Table 11 demonstrates that there exists a moderate negative relationship between recruitment and turnover intention, r (- **0.501**); $P \leq 0.05$; thus, the relationship is significant statistically. Based on the Pearson test, Dasilveira et al., (2020) found that there is negative relationship between recruitment and turnover intention this is because the consequence of the correlation coefficient is negative of each variable.

In the same way, there also exists a moderate negative relationship between training and turnover intention, r (- **0.518**); $P \leq 0.05$; thus, the relationship is significant statistically. Based on the Pearson test, Chaudhry and Bhaskary (2016) found that there is negative relationship between training and turnover intention this is because the implication of the correlation coefficient is negative of each variable. Training has a negative correlation value with turnover intention. This implies that when training accomplishment is high, turnover intention is low.

Besides, the findings indicate there is a relation between incentives and turnover intention, r (- $P \leq 0.05$); and finally the findings demonstrates that there exists a negative relationship between incentives and turnover intention, r (-**0.453**); $P \leq 0.05$; thus, the relationship is significant statistically and the correlation findings are summarized in above table. Gadi and Kee (2018) found that incentives have a negative correlation value with turnover intention. This shows that when reward is high, turnover intention is low. This also indicates that, there are reverse

relationship between reward and turnover intention. The p-value between reward and turnover intention is 0.00 which is less than alpha value 0.01, therefore the relationship between incentives and turnover intention is significant.

Then , the findings indicate there is a relation between job satisfaction and turnover intention, $r P \leq 0.05$; and finally the findings demonstrates that there exists a negative relationship between job satisfaction and turnover intention, $r (-0.513)$; $P \leq 0.05$; thus, the relationship is significant statistically and the correlation findings are summarized in above table. Sareen (2018) found that there is negative relationship between job satisfaction and turnover intention due to the negative value of correlation coefficient with each other's.

4.8.2 Multiple Regression Analysis

In the course of investigating research question i.e. “what is the effect of HRM practices at the surveyed organization employee turnover?” According to Gadi and Kee (2018), it relates one dependent variable to a linear combination of one or more independent variable. The following basic and common assumptions are employed in to account.

4.8.2.1 HRM practices has a negative and significant effect on employee turnover intentions in Meher as Private manufacturing Sector

- ✓ H_{1a} - Recruitment has a negative and significant effect on employee turnover intentions in Meher as Private manufacturing Sector
- ✓ H_{1b} - Job training has a negative and significant effect on employee turnover intentions in Meher as Private manufacturing Sector
- ✓ H_{1c} - Incentives has a negative and significant effect on employee turnover intentions in Meher as Private manufacturing Sector

Table 14 Regression Test Results, N=197

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.650 ^a	.423	.414	.49123

a. Predictors: (Constant), Incentives , Job Training , Recruitment

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.112	3	11.371	47.120	.000 ^b
	Residual	46.573	193	.241		
	Total	80.684	196			

a. Dependent Variable: Turnover Intentions

b. Predictors: (Constant), Incentives , Job Training , Recruitment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.387	.121		36.384	.000
	Recruitment	-.125	.034	-.236	-3.640	.000
	Job Training	-.259	.050	-.324	-5.233	.000
	Incentives	-.203	.044	-.283	-4.637	.000

a. Dependent Variable: Turnover Intentions

Survey result, 2022

The value of R^2 explains the magnitude of the effect of the independent variable on the dependent variable. The data in Table 14 depicted that the linear regression of three independent variables and dependent variable. The data in the same table revealed that the overall bundle of determinant factors of the three independent variables were 42.3 % ($R^2 = .423$) explained the dependent variable (turnover intention). This suggests that 42.3 % of turnover intention in the surveyed organization clearly depends on the independent variables while the remaining 57.7 % is determined by other unaccounted factors in this study. The adjusted r^2 value of, $r = 0.414$, also indicates that the multiple linear regression model could explain for approximately 41.4% of the variations in employee turnover in the firm.

The result $F = 47.120$, it can be established that the combination of determinant factor have positive effect on turnover intention which is statistically significant. The overall model goodness or wellbeing of the multiple linear regression model result indicated by a combination of both ANOVA or F statistics result and R- square. As shown on table 14 above indicates that ANOVA or F statistics with (3, 193) result with a value of higher statistically significant at 1%

level of the significance level which indicates that the well-being of the model is good or well fit in representing the actual empirical data. For that reason, this study determined that based on a combination of both ANOVA and F statistics result and R- square results in the overall model.

Based on the third table above about model result, recruitment have a negative and significant effect on perceived employee turnover intention at a 1% statistical significance level ($\beta = -0.125$, $.0001$; $p < 0.05$). The negative coefficient of recruitment shows that as recruitment increases by one unit keeping other variables constant, the level of turnover intention decreases by 0.125 units. The result implies that more HRM practices such as recruitment reassure people that higher goals will be towards their organization. The result of this study is consistent with Dasilveira et al., (2020), finding on their respective similar studies conducted at various institutions.

Job Training have a negative and significant effect on perceived employee turnover intention at a 5% statistical significance level ($\beta = -0.259$, $.0001$; $p < 0.05$). The negative coefficient of training shows that as it increases by one unit keeping other variables constant, the level of employee turnover intention decreases by 0.259 units. The standard B coefficient indicates that training has a great effect on turnover intention. The result implies that it includes attributes of HRM Practices which includes employee has the required skill, dependable, harmless service delivery and confidence creation on more closely aligned to support the long-term strategic objectives of the organization. The result of this study is consistent with Sareen (2018) who found on his similar studies on HRM Practices factors as determinants of employee commitment and performance enhancement in profit oriented firms.

Incentives have a negative and significant effect on dependent variable at a 1% statistical significance level ($\beta = -0.203$, $.001$; $p < 0.05$). The negative coefficient of it shows that as it increases by one unit keeping other variables constant, the level of employees' turnover intention decreases by 0.203 units. The result implies that incentive encourages employees to work more and enhance commitment or assurance through working experiences to achieve performance. Industries are providing variety of incentive programs to meet their organizational needs. The result of this study is consistent with the similar studies by Ernest and Nkiru (2018) who propose that incentives is positively associated with clear and measurable goals; incentives affects employee retention as it relates to training and recruitment.

4.8.2.2 Relationship between HRM Practices and Job Satisfaction

H₂ - HRM practices have a positive relationship with job satisfaction in Meher as Private manufacturing Sector

Table 15 Regression Results relationship HRM practices vs. job satisfaction, N=197

		Correlations	
		HRM Practices	Job Satisfaction M
HRM Practices	Pearson Correlation	1	.547**
	Sig. (2-tailed)		.000
	N	197	197
Job Satisfaction	Pearson Correlation	.547**	1
	Sig. (2-tailed)	.000	
	N	197	197

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

Survey result, 2022

As indicated in Table 15, Pearson’s correlation is used to compare how HRM practices and job satisfactions were related. The results show a relatively good relationship between HRM practices and job satisfactions. Due to the relative significant relationship between HRM practices and job satisfactions in this private manufacturing factory, the results of this study can be considered to be reliable. Thus, this study concluded that HRM practices have a positive relationship with job satisfaction in Private manufacturing Sector.

4.8.2.3 Regression Test Results Mediation Role

H_{2a} - Recruitment has a positive and significant effect on employee job satisfactions in Meher as Private manufacturing Sector

H_{2b} - Job training has a positive and significant effect on employee job satisfactions in Meher as Private manufacturing Sector

H_{2c} - Incentives has a positive and significant effect on employee job satisfactions in Meher as Private manufacturing Sector

H₃ - Job satisfaction has a negative and significant influences on employee turnover intentions in Meher as Private manufacturing Sector (Job satisfaction has a significant mediation role in the link between HRM practices and employee turnover intentions)

Table 16 Regression Test Results Process Macro, N=197

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.1 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
 Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model: 4
 Y: ETIM
 X: HRMP
 M: JSM

Sample
 Size: 197

OUTCOME VARIABLE:

JSM

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.5473	.2996	.4819	83.4084	1.0000	195.0000	.0000

Model

Coeff	se	t	p	LLCI	ULCI	
Constant	.8372	.1667	5.0219	.0000	.5084	1.1660
HRMP	.5982	.0655	9.1328	.0000	.4690	.7274

OUTCOME VARIABLE:

Employee Turnover Intention

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.6699	.4488	.2293	78.9670	2.0000	194.0000	.0000

Model

Coeff	se	t	p	LLCI	ULCI	
Constant	4.4882	.1222	36.7310	.0000	4.2472	4.7292
HRMP	-.4360	.0540	-8.0762	.0000	-.5424	-.3295
JSM	-.1797	.0494	-3.6377	.0004	-.2771	-.0823

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
--------	----	---	---	------	------

-.4360 .0540 -8.0762 .0000 -.5424 -.3295

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
JSM	-.1075	.0328	-.1794	-.0503

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
5000

----- END MATRIX -----

Note- HRMP - Human Resource management Practices and JSM- Job Satisfaction Mediation

The first section of the output (*remarked by lines of asterisks*) gives each of the direct regression coefficients depicted in the diagram above and will be the same as those one would obtain with the usual regression command in SPSS. The bootstrap tests of the indirect effect are found in the final section under the heading "TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y" and then under the subheading "Indirect effect(s) of X on Y:", where Effect gives the average estimate for indirect effect from the bootstrap samples, BootSE gives the standard error estimate, and BootLLCI and BootULCI are 95% confidence limits. If the 95% confidence limits include zero, the indirect effect test is not significant. Mediation models (and the indirect effects) can be tested with regression analysis. Macros or preprogrammed procedures, such as Andrew Hayes's PROCESS macro, the mediation package in R, or the R Mediation package in R, run the separate regression models described above, calculate the indirect effect coefficient (or coefficients), and then use a method such as bootstrap or Monte Carlo to test the indirect effect for significance (Hayes, 2020).

Regression analysis was used to investigate the hypothesis that job satisfaction mediates the effect of HRM practices and employee turnover intention. Results indicated that HRM practices was a significant predictor of employee turnover intention, $B = .5982$, $SE = .0655$, 95% CI [.4690, .7274] that does not support the hypothesis but with meditational hypothesis, that job satisfaction negatively was a significant predictor of employee turnover intention, $B = -.1797$, $SE = .0494$, 95% CI [-.2771, -.0823], $p = .0001$. These results support the meditational hypothesis. HRMP was a significant predictor of employee turnover intention after controlling for the mediator, job satisfaction, consistent with full mediation. Approximately 44.8 % of the variance in employee

turnover intention was accounted for by the predictors ($R^2 = .448$). The indirect effect was tested using a percentile bootstrap estimation approach with 5000 samples, implemented with the PROCESS macro Version 3 (Hayes, 2017). These results indicated the indirect coefficient was significant, $B = -.1075$, $SE = .0328$, $95\%CI[-.1794, -.0503]$. Dasiveira et al., (2019) found that job satisfaction is likely to serve as a mediator in affecting employee turnover intentions. On the other hand this can also mean that, HRM practices probably may have indirect influence on employee turnover intentions, whereas job satisfaction may directly impact employee turnover intentions. The results revealed by Ernest and Nkiru (2018) that showed job satisfaction as mediator between specific HRM practices and turnover intentions.

4.9 Discussion

H1 - HRM practices (Recruitment, Training and Incentives has a negative and significant effect on employee turnover intentions in Meher as Private Manufacturing Sector

This study used correlation and regression analysis and found that HRM practices have a negative and significant effect on employee turnover intentions in Meher as Ethiopian Private manufacturing Sector. The result of this study is consistent with the similar studies by Dasilveira et al., (2019) and Ernest and Nkiru (2018) found that HRM practices was evidenced to have a negative effect on employee turnover intentions meaning Human resource management (HRM) negatively influences employee turnover intentions. The operative effort in the HRM practices accepted by the organizations will add to generating organization specific human capital that is tough to reproduce and will contribute to improving the knowledge, skills, and abilities of the employees, reduce the number who leave the organization, and increase their motivation for work (Gadi and Kee, 2018). Moreover, HRM practices that intent to develop employees' skills, chances, motivation and which balance between their lives and work are reflected effective practices and extensively accepted by employees and organizations (Khoreva et al., 2018). It implies that HRM practices, which can be used as a checklist for appraising the effectiveness of HRM practices. It is extensively supposed that these dimensions have the possibility of motivating employees and help prevent employees from leaving their work by offering them some level of safety, individuality, continuity and opportunity to achieve career satisfaction

(Gadi&Kee, 2018). Thus, this study found that recruitment has a negative and significant effect on employee turnover intentions in Meher fiber manufacturing factory using correlation and regression analysis. In addition, as per these methods, job training has a negative and significant effect on employee turnover intentions in Meher as Ethiopian Private manufacturing Sector. Finally, these methods helps to found that incentives has a negative and significant effect on employee turnover intentions in Meher as Ethiopian Private manufacturing Sector

H2 - HRM practices have a positive relationship with job satisfaction in Meher Fiber Products Factory

This study used correlation analysis and found that HRM practices have a positive relationship with job satisfaction in Meher as Ethiopian Private manufacturing Sector. The result of this study is consistent with the similar studies by Omar et al, (2019) found that job satisfaction reflects the satisfaction for employees with internal aspects (e.g. compensation and promotion) and external aspects (e.g. performance appraisal and training & development) along their career. It shows that the satisfaction that stems from intrinsic and extrinsic parts of their careers that is considered as a result of work-related psychological consequence accumulated for the employee through work experience, which include outcomes for employees well-being and the quality of their life-career (Sareen, 2018).Job satisfaction is preoccupied in the present study as an individual subjective evaluation for the level of success, which they have attained in their job fully (Gadi and Kee, 2018). Thus, this study found that job satisfaction as an important factor, because it has the ability to contribute to reducing the employee's turnover intention. In addition, it shows that employees are evaluators of the progress they have achieved in their careers, are able to evaluate their career success and whether they want to stay or leave their work through a level of career satisfaction which they have achieved in their work.

H3 - Job satisfaction has a negative and significant influence on employee turnover intentions in Meher Fiber Products Factory

Nkuru (2018) found that job satisfaction is more suitable with the objectives and variables of the current study, because it is expected to explain the relationship between HRM practices and employees turnover intention. Using usual regression command in SPSS based on Macros or preprogrammed procedures, such as Andrew Hayes's PROCESS macro, this study found that job

satisfaction has a significant mediation role in the link between HRM practices and employee turnover intentions. Researchers like Dasilveira et al., (2019) and Ernest and Nkiru (2018) found that job satisfaction plays an intermediate role between HRM practices and employee turnover intentions. In the analysis of turnover intention, it was also found the role of job satisfaction as an intermediary. Job satisfaction significantly mediates the influence of HRM practices on turnover intention. Sareen (2018) found that job satisfaction plays intermediary role in the influence of competitive salary, career promotion opportunities, challenging working environment and learning culture on the talent flow in organizations.

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This part of the study presents closing chapter of the study which includes summary of findings, conclusion and appropriate recommendations regarding the study findings.

5.2 Summary of Major Findings

This study applied 197 questionnaires collected from surveyed employees that were properly filled and returned the questionnaire and as result, this study attained 91 % of response rate. This study main applied primary data and applied descriptive and explanatory research design. This current study specifically targeted on private organization firms in Addis Ababa subjects of study. With regards to the proposed conceptual model of the study, two different regression models were estimated in order to examine the mediating relationship amid aforementioned constructs. The current study established a positive relationship between HRM practices and job satisfaction, additionally established negative connection between HRM practices and employee turnover intentions as well as a negative affiliation between job satisfaction and employee turnover intentions. Accordingly the study found that

- HRM practices has a negative and significant effect on employee turnover intentions in Meher fiber products factory
- Recruitment has a negative and significant effect on employee turnover intentions in Meher fiber products factory
- Job training has a negative and significant effect on employee turnover intentions in Meher fiber products factory
- Incentives has a negative and significant effect on employee turnover intentions in Meher fiber products factory
- HRM practices have a positive relationship with job satisfaction in Meher fiber products factory
- Job satisfaction has a negative and significant influences on employee turnover intentions

in Meher fiber products factory

5.3 Conclusions

According to the result this can be concluded that, recruitment, job training and incentives have a negative and significant effect on employee turnover intentions in Meher as Ethiopian Private manufacturing Sector. This study established the link between HRM practices and employee turnover intentions, the point of this examination is cross-examined the intervening or mediating role of job satisfaction among the affiliation amid HRM practices and employee turnover intentions using information from this private manufacturing firm. It also revealed that the mediating affiliation among HRM practices, job satisfaction and employee turnover intentions with significant parameter estimates.

This study established a positive relationship between HRM practices and job satisfaction, additionally established a negative connection among HRM practices and employee turnover intentions as well as a negative affiliation between job satisfaction and employee turnover intentions. Additionally, the study revealed that job satisfaction mediates powerfully the relationship among HRM practices and employee turnover intentions. Also HRM practices directly impact employee turnover intentions and indirectly influence employee turnover intentions through the intervening or mediating role of job satisfaction. Generally, the study recognized a mediator of job satisfaction within the association among HRM practices and employee turnover intentions. Development pertaining job satisfaction therefore needs senior management as well as managers to show visibly the strongest commitment and action on consistent basis. Moreover, the study revealed that job satisfaction mediates efficiently the relationship among HRM practices and employee turnover intentions. Also HRM practices directly impact employee turnover intentions and indirectly influence employee turnover intentions through the intervening or mediating role of job satisfaction. In the nut shell the study identified a mediator of job satisfaction within the association between HRM practices and employee turnover intentions.

5.4 Recommendations

- This study suggests that to meher owners as private manufacturers, employers and managers need to highlight on implementing effective HRM practices to achieve employees' retention.
- This study recommends to the case organization as private manufacturers should conduct training program on regular basis since this is a key factor and it should be designed on the basis of manufacturing firms' specific needs and objectives. Management of the surveyed manufacturing organization, the board and other stakeholders should define an appropriate training and development policy and programs bring or capacitate the organization as well as the employee.
- Employee Turnover in meher as part of Ethiopian private manufacturing industry to weaken the motivation and success level a firm that will lead to decrease employee productivity, the private manufacturing industry need to be reviewed and employees motivated and maintained.
- Meher fiber products factory not out of the country context in any aspect. Therefore government through national and professional associations should help to check the high handedness of private manufacturing industry firms on their employees. The meher also should continue its effort in implementing Ethiopian labour laws and employee work benefits.
- Before generating resources such as financial, human and physical capital, this study suggests that higher institution in Ethiopia should transform their human recourse knowledge and researches through non-traditional means knowledge transfer mechanisms such as joint research with industry, patents licensing, and the formation of start ups.
- Meher as private manufacturing industry firm should implement a lot of planned initiatives to attract and retain talents among its employee despite realizing the facts that it is state government interrelated agency which is rather known as considered relatively stable for providing employments as compared to other organizations.
- With a considerable number of studies that were being done by other researchers in work motivations, meher as Private manufacturing industry can take advantage in its human resource planning and development programs aimed at conducting proper trainings and

retaining these competent people. Its employees will also be attracted to stay longer in service with the organization if appropriate compensation and benefits are continuously made attractive.

- Meher fiber products factory as Private manufacturing industry firms should continue in designing human resource management strategy that can attract new capable and maintain the presently existing technical and operational staff. This can be done by designing different retention mechanisms, like facilitating motivational mechanisms, improving compensation schemes, creating conducive industrial environment, connecting their contribution to the industry.
- Because private manufacturing industry firms are the base for production of the productive work force of the country, attention should be given to those inputs,(workers) of the firms, as they are highly responsible for shaping the industries features, i.e. the meher have to see the issue of staff turnover as a basic issue.
- Unambiguously the meher human resource department has to stress on the employees issue not only with regard to the recruitment and other human resource management issues but also with turnover, so that updated information can be obtained and timely decision be taken.

5.5 Implications for Stakeholders

The practical application of the study establishes that HRM practices and job satisfaction are two energetic forecasters of employee turnover intentions and that job satisfaction takes a mediating role in the relationship between HRM practices and employee turnover intentions. Of all the HR foundations that contribute to efficacious HRM practices, obligation and action of managerial staff in various private manufacturing firms are the most significant. This is because HRM practices are almost unquestionable to fail without effective training, recruitment and incentives. Development relating job satisfaction therefore requires top management as well as supervisors and managers to demonstrate noticeably the strongest assurance and action on consistent basis. The positive relationship among HRM practice and job satisfaction provides an understanding way on how an organization can motivate an employee to work professionally. In addition, the negative relationship edged by HRM practices and employee turnover intentions are brightly

progressive the necessities of providing good supervision as well as training in order to minimize turnover rates of employees.

5.6 Future Studies

Future studies in similar field should also examine the effect of Human Resource Practices on the Employee Turnover Intentions in both, the public and private manufacturing industry sector since this current study only focused on one private manufacturing industry (meher). Future studies should focus on factors affecting employee turnover intentions and other intrinsic and extrinsic factors not considered in this study. They may add additional variables like employee-manager relations, organizational leadership and supervisor guidance and other. There is also need to discover studies on other factors not reflected in this study such employee motivation and adoption of technology at the work place.

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APPENDIXⁱ

Appendix I- Questionnaire

**Addis Ababa University
College of Business and Economics
School of Commerce
Department of Human Resource Management MA Program
(Employee Survey)**

Dear Respondents,

The focus of this questionnaire is to gather data from Meher fiber products factory employees that help me to assess the effect of human resource management practice on employee turnover for a partial fulfillment of MA degree in human resource management. Dear employees your cooperation and honesty is priceless in filling this questionnaire and returning it back to me on time.

All your responses will be held strictly confidential and no information concerning about your organization and your individual identity in its individual form during data reporting will not be revealed without your expressed consent.

Therefore, your genuine, honest and fast response is very interesting input for quality and successful accomplishment of the research.

Dear respondents the researcher is ready for accept and respond any type of suggestions, comment or clarity regarding the survey. You are welcome to contact on email address and mobile

Thank you for your cooperation and timely response in advance.

Misbah Mohammed

Email: mesbahmoh2016@gmail.com

Mobile phone: 0913716929

Part I - Respondents' Demographic information (General Background)

Direction- The following questions are forwarded to be answered by you to accomplish my study on the effect of human resource management practice on employee turnover. Please choose the appropriate answer and tick (✓) in the box nearer to the alternative.

1. Age category

- 18-30 41-50 > 60
 31-40 51-60

2. Gender

- Male Female

3. Educational background

- Below Diploma Master and above
 College diploma
 First Degree

4. Job category

- Administrative & managerial Technique
 Production Quality

5. How long have you worked in Maher

- < 5 6-10 above 11

6. Marital status

- Married Single
 Widowed
 Separated

Part II – Main Research Questions

Direction- Please make tick (√) in the table under the numbers in front of the item given from the alternatives as initiate turnover by using strongly disagree = 1 disagree =2 neutral =3 agree=4 strongly agree =5

A. Human Resource Management Practices						
i. Recruitment						
Code	Activity items	Scales				
		1	2	3	4	5
HRPR1	I gain good briefing during my joining					
HRPR2	I feel the organization have clear job description					
HRPR3	I join the organization because of no other job opportunities					
HRPR4	I find the organization general situation as good as before I have been told					
HRPR5	I suggest others to join this organization					
HRPR6	I join the organization with ambition.					
HRPR7	The job I assigned and the entrance exam for employment is related					
ii. Training						
HRPT1	I obtain updated and continuous training.					
HRPT2	I have un interrupted follow up and assistance from training officers					
HRPT3	Training is offered in sufficient manner.					
HRPT4	The training cover theory and practice					
HRPT5	There is no communication problem during training related to language					
HRPT6	The management and supervisors show great concern during training					
HRPT7	My training need is assessed before gaining additional necessary trainings					
iii. Incentives						
HRPI1	The factory has incentive system that concern all employees					
HRPI2	The incentive packages are distributed for all fairly					
HRPI3	The award of the incentive is depend on the performance of the worker					
HRPI4	In Meher the management is ready in preparing projects that help the employee to generate additional income					
HRPI5	There is scheme to reward employees for carrying extra activities in addition to the responsibility provided by job description					
HRPI6	The organization arranges for sponsored trips and yearly celebrations for the workers who perform well					

HRPI7	There is a good system of recognizing achievements						
B. Job satisfaction							
i. Compensation							
JSC1	The salary paying to me is satisfactory						
JSC2	I feel satisfaction in production incentive distribution that is based on the performance of me						
JSC3	The supervisor keep me well informed and quantify my efforts						
JSC4	The supervisor always recognize my effort and appreciation						
JSC5	I am satisfied by my experience and ability recognized and gained equal chance with other employees with the same level of ability						
JSC6	It is satisfactory that reward situation is based on proper appraisal rate and grade promotion in regard to my actual performance						
ii. Work Environment							
JSWE1	I am satisfied with my job title.						
JSWE2	The floor is conducive for work						
JSWE3	The work load is low						
JSWE4	The machines are easy to run and less hazardous						
JSWE5	There is good ventilation						
iii. Communication							
JSWC1	The supervisor keep me well informed and assist in work issues						
JSWC2	The supervisor have strong interest on my capacity building and appreciation						
JSWC3	The higher management has great concern to us						
JSWC4	I am satisfied on my good relationship with coworkers						
JSWC5	I am satisfied on my good relationship with other department workers						
JSWC6	I am satisfied in my interaction with the surrounding community						
C. Employee Turnover Intention							
ETI1	As soon as I find a better job, I will leave this organization.						
ETI2	I think I will still be working at this organization two years from now.						
ETI3	I often think of changing my profession due to my current job.						
ETI4	It is likely that I will actively look for a new job next year.						
ETI5	I am seriously thinking of quitting my job.						
ETI7	There is relatively high voluntary turnover						
ETI8	I observe employees often quit for unexplained reason						
ETI9	I am actively engage in job hunting						
ETI10	I see experienced employees are resigning without notice in this firm.						

Appendix II – Interview Checklist

I am a postgraduate student of Addis Ababa University. I pursue my graduate research study in relation to HM Practices and turnover intention.

I have a few questions. Can I proceed? Thank You!

What is best Human resource practice implementing in the organization among recruitment, training and incentive by comparing their effect regarding turnover in factory?

How do you see the degree of turnover in relation to?

Recruitment policy of the organization

Training situation of the organization

Incentive implementation of the organization

Please indicate the possible reasons for employees' turnover intention to leave this firm.

Thank You!

አዲስ አበባ ዩኒቨርሲቲ
የንግድ እና ኢኮኖሚክስ ኮሌጅ
የንግድ ስራ ትምህርት ቤት
የሰው ሀብት አስተዳደር የሁለተኛ ድግሪ ፕሮግራም
መጠይቅ

ርዕስ: የሰው ኃይል አስተዳደር በሠራተኛ ሽግግር ላይ ያለው ተጽእኖ

መጠይቅ

መግቢያ

የዚህ መጠይቅ ትኩረት ከመኸር ቃጫ ምርቶች ፋብሪካ ስራተኞች መረጃን በማሰባሰብ የሰው ሃይል አስተዳደር አሰራር በሰራተኛ ለውጥ ላይ ያለውን ተጽእኖ በሰው ሃይል አስተዳደር የሁለተኛ ድግሪ ዲግሪ በከፊል ለማሟላት የሚረዳኝን መረጃ መሰብሰብ ነው። ውድ ስራተኞች ይህንን መጠይቅ በመሙላትና በሰዓቱ ወደ እኔ ሲመልሱ የእርስዎ ትብብር እና ታማኝነት በዋጋ ሊተመን የማይችል መሆኑን ልገልጸሎት እወዳለሁ። ሁሉም ምላሾችዎ በጥብቅ በሚስጥር የሚያዙ ሲሆን ስለ ድርጅትዎም ይሁን ስለ እርስዎ የግል ማንነት መረጃ በግል መልክ በመረጃ ሪፖርት ጊዜ ያለእርስዎ ፈቃድ አይገለጹ። ስለዚህ፣ የእርስዎ እውነተኛ፣ ታማኝ እና ፈጣን ምላሽ ለጥናቱ ጥራት እና ስኬታማነት በጣም ወሳኝ ግብአት ነው።

ውድ ምላሽ ሰጭዎች ጥናት አድራጊው የዳሰሳ ጥናቱን በተመለከተ ማንኛውንም አይነት አስተያየት ወይም ግልጽነት የሚፈልጉ ሀሳቦችን ለመቀበል እና ምላሽ ለመስጠት ዝግጁ ነው። በኢሜል አድራሻ እና በሞባይል ልታገኙኝ ትችላላችሁ።

ሚስባህ መሀመድ

ኢሜል: mesbahmoh2016@gmail.com

ሞባይል ስልክ: 0913716929

ስለ ትብብርዎ እና ወቅታዊ ምላሽዎ አስቀድሜ አመሰግናለሁ።

ክፍል 1

የተሳታፊዎች የስነ ሕዝብ አወቃቀር መረጃ (አጠቃላይ ዳራ)

የሚከተሉት ጥያቄዎች በእርስዎ መልስ እንዲሰጥባቸው ተደርገው ቀርበዋል። እባኩትን ተገቢውን መልስ በመምረጥ ሣጥኑ ውስጥ ይህን (✓) ምልክት ያድርጉ።

1. የዕድሜ ምድብ

- 18-30
- 31-40
- 41-50
- 51-60
- > 60

2. ጾታ

- ወንድ
- ሴት

3. የትምህርት ደረጃ

- ከኮሌጅ ዲፕሎ ባታች
- የኮሌጅ ዲፕሎ
- የዩኒቨርሲቲ ዲግሪ
- ሁለተኛ ድግሪ

4. የሥራምድብ

አስተዳደራዊስራዎች ቴክኒክ
 ምርት ጥራት

5. እዚህ ፋብሪካ ውስጥ ለምን ያህል ጊዜ ስርተዋል

< 5 6-10 ከ10 በላይ

6. የጋብቻሁ ኔታ

ያገባች/ ያላገባች/ ባል/ሚስት የሞተባት/ችት/ የፈታች/

ክፍል: II ዋና የጥናቱ መጠይቆች

ከቀረቡት አማራጮች ፊት ለፊት ባሉት ቁጥሮች ስር ይህን (✓) ምልክት በመጠቀም የቀረቡትን ሀሳቦች በደንብ በመረዳት እጅግ በጣም አልሰማም = 1 አልሰማም = 2 ገለልተኛ ነኝ = 3 እስማማለሁ = 4 እጅግ በጣም እስማማለሁ = 5 በማለት የመረጡት ቦታ ላይ እባክዎን ምልክት ያድርጉ::

ሀ. የሰው ኃይል አስተዳደር ሥራዎች						
i. የሰው ኃይል ምልመላ						
ተ/ቁ	የምልመላ ጋር ተያያዥኝነት ያላቸው ሃሳቦች	መመዘኛዎች				
		1	2	3	4	5
1	ድርጅቱን በምቀላቀል ጊዜ ጥሩ መግለጫ አግኝቻለሁ					
2	ድርጅቱ ግልጽ የሆነ የስራ መግለጫ እንዳለው ይሰማኛል					
3	ድርጅቱን የተቀላቀል ከትሌላ የስራ እድል ባለመኖሩ ነው					
4	የድርጅቱ አጠቃላይ ሁኔታ ቀደም ሲል እንደተገረጸ ጥሩ ሆኖ አግኝቼዋለሁ					
5	ሌሎች ወደ ዚህ ድርጅት እንዲቀላቀሉ ሀሳብ አቀርባለሁ					
6	የቀረበልኝ ቃለ ምልልስ ሙሉ በሙሉ በመመለስ ድርጅቱን ተቀላቅያለሁ					
7	እኔ የተመደብኩት ስራ እና የቅጥር መግቢያ ፈተናው ተዛማጅ ነው					
ii. ስልጠና						
1	በስልጠናው ስጥ አዳዲስ ነገሮችን ማካተትና ቀጣይነት በይዘቱ ላይ ይስተዋላል					
2	ያልተቋረጠ ክትትል እና እገዛ ከአስልጣኞች አገኛለሁ					
3	ስልጠና በበቂ ሁኔታ ይሰጣል					
4	ሥልጠናውን ድፈሐ ሳብ እናልምም ድይሸፍናል					
5	ከቋንቋ ጋር በተገናኘ በስልጠና ወቅት ምንም የግንኙነት ችግር የለም					
6	አስተዳደሩ እና ሱፐርቫይዘሮች በስልጠና ወቅት ከፍተኛ ታትያ ሳያሉ					
7	ተጨማሪ አስፈላጊ ስልጠናዎችን ከማግኘቱ በፊት የስልጠና ፍላጎቴ ይገመገማል					
iii. ማበረታቻዎች						
1	ፋብሪካው ሁሉንም ሰራተኞች የሚመለከት የማበረታቻ ስርዓት አለው					
2	የማበረታቻ ጋንቤ ጆች ለሁሉም በትክክል ተሰራጭተዋል					
3	የማበረታቻው ሽልማት በሠራተኛው አፈጻጸም ላይ የተመሰረተ ነው					
4	በመኸር አመራሩ ሰራተኛው ተጨማሪ ገቢ እንዲያገኝ የሚያግዙ ፕሮጀክቶችን ለማዘጋጀት ተነሳሽነት አለው					

5	ከስራዝርዝርመጣለጫውባለፈተጫማሪተግባራትንበማከናወናቸውስራተኞችንየመሸለምባህል አለ						
6	ድርጅቱጥሩአፈፃፀምላሳዩሰራተኞችንምንሰርየተደረጉጉዞዎችንእናአመታዊክብረባላትንያዘጋጃል።						
7	ውጤታማነትን የማበረታታትጥሩስርዓትአለ						
ለ. የሥራእርካታ							
I. ማካካሻ							
1	የሚከፈለኝደምዘአጥጋቢነው።						
2	በእኔአፈፃፀምላይየተመሰረተየምርትማበረታቻስርጭትእርካታይሰማኛል						
3	ተቆጣጣሪውበደንብያሳውቀኝእናጥረቴንይለካል።						
4	ተቆጣጣሪውሁልጊዜ ለጥረቴንአድናቆትንይቸረኛል						
5	ባገኘሁትልምድእናችሎታከመርካቴም በላይ ከሌሎችተመሳሳይየችሎታደረጃካላቸውስራተኞችጋርእኩልእድልአግኝቻለሁ						
6	የሽልማትሁኔታበትከክለኛየምዘናተመንእናየደረጃማስተዋወቅላይየተመሰረተመሆኑአጥጋቢነው						
II. የስራአካባቢ							
1	በስራዬረከቻለሁ						
2	ወለሉለስራምቼነው						
3	የሥራውጫናዝቅተኛነው						
4	ማሸኖቹለመሥራትቀላልእናበዙምአደገኛአይደሉም						
5	ጥሩየአየርዝውውርአለ						
III. ግንኙነት							
1	ተቆጣጣሪው ነገሮችን በደንብ ከማሳወቅ ባሻገር በስራጉዳዮችላይእገዛያደርጋል						
2	ተቆጣጣሪውበእኔአቅምግንባታእናአድናቆትላይከፍተኛፍላጎትአላቸው።						
3	የበላይአመራርበጣምየቅርብ ክትትል ያደርግልናል						
4	ከስራባልደረጃዎችጋርባለኝጥሩግንኙነትረከቻለሁ						
5	ከሌሎችከፍሎችስራተኞችጋርባለኝጥሩግንኙነትረከቻለሁ						
6	ከአካባቢውማህበረሰብጋርባለኝግንኙነትረከቻለሁ						
ሐ. የስራተኞች ስራ መለዋወጥ							
1	የተሻለስራእንዳገኘሁከዚህድርጅትአተዋለሁ።						
2	በዚህድርጅትውስጥ እስከ ከሁለትአመትየምሰራይመስለኛል።						
3	ብዙጊዜአሁንያለውንሙያዬንለመቀየርአስባለሁ።						
4	በሚቀጥለውዓመትአዲስሥራለማግኘትበንቃትእፈልግይሆናል.						
5	ሥራዬንለመተውበቁምነገርእያሰብኩነው።						
6	በአንፃራዊነትከፍተኛበፈቃደኝነትየሚደረግየስራተኞች ስራ መልቀቅአለ።						
7	ስራተኞቹባልታወቀምክንያትሲለቁአስተውያለሁ						
8	በሥራፍለጋላይበንቃትእየተሳተፍኩነው።						
9	ልምድያካበቱስራተኞችበዚህድርጅትውስጥያለማሳወቂያስራሲለቁአይቻለሁ።						

የአዲስ አበባ ዩኒቨርሲቲ የድህረ ምረቃ ተማሪ ነኝ። የድህረ ምረቃ ጥናቴን የሰው ኃይል አስተዳደር በስራተኛ መለዋወጥ ያለውን ተፅዕኖ ጋር በተገናኘ እሰራሁ እገኛለሁ።ጥቂት ጥያቄዎች አሉኝ። መቀጠል እችላለሁ? አመሰግናለሁ!

1. በፋብሪካውስጥያለውንለውጥበማነፃፀርበምልመላ፣በስልጠናእናበማበረታቻመካከልበድርጅቱውስጥ በመተግበርየተሻለውየሰውሃብትተግባርየትኛው ነው?

2. የሰራተኛ መልቀቅ መጠንን ከሚከተሉት የሰው ኃይል ተግባራት ጋር በተዛመደእንዴትያዩታል?

የድርጅቱየቅጥርፖሊሲ?

የድርጅቱየስልጠናሁኔታ?

የድርጅቱየማበረታቻትግበራ?

3. እባኮዎን ሰራተኞች ለመልቀቅ የሚያነሳሱ መንኬችን ያብራሩልኝ?

አመሰግናለሁ!

