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**MASTER OF BUSINESS ADMINISTRATION**

**UNRAVELING THE DYNAMICS OF EMPLOYEE  
TURNOVER INTENTION: EVIDENCE FROM BANK OF  
ABYSSINIA**

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## Declaration

I hereby declare that this thesis work, titled "Unraveling the Dynamics of Employee Turnover Intention: Evidence from Bank of Abyssinia" and submitted to the College of Business and Economics, Business Administration Department, is my personal work and was carried out under the supervision of my advisor, Dr. Amare Ababwa. This work has never been submitted or presented at this university or any other institution.

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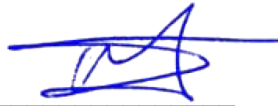
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## Certification

This is to certify that Henok Iyassu's thesis, "Unraveling the Dynamics of Employee Turnover Intention: Evidence from Bank of Abyssinia," which was submitted in partial fulfillment of the requirements for the award of a master's degree in business administration to Addis Abeba University's College of Business and Economics, is a genuine work and suitable for submission.

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## Acronyms

Determinants of Employee's Turnover Intention (DETI)

Cognitive Flexibility (CF)

Organizational Justice (OJ)

Work-Family Conflict (WFC)

Job Characteristics (JC)

Burnout (B)

Turnover Intention (TI)

Bank of Abyssinia (BOA)

Statistical Package for the Social sciences (SPSS)

Employee assistance program (EAP)

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## Abstract

*Employee turnover intention has been a persistent challenge for organizations and scholars, significantly impacting workplace dynamics, operational costs, and overall organizational performance. This study investigates the determinants of employee turnover intentions within the banking sector, focusing on the effects of cognitive flexibility, organizational justice, work-family conflict, job characteristics, and burnout. The research aims to provide insights into how these variables influence employees' decisions to leave their current positions. Cognitive flexibility, defined as the ability to adapt thinking and behavior in response to changing circumstances, is examined for its impact on turnover intention. Organizational justice, encompassing distributive, procedural, and interactional justice, is assessed for its role in shaping employees' perceptions of fairness and their subsequent retention. The study also explores work-family conflict, which arises from incompatible demands between work and family roles, and its association with increased turnover intentions. Job characteristics, particularly task variety, autonomy, and feedback, are analyzed to understand their influence on employee retention. Additionally, the study considers burnout, characterized by emotional exhaustion and reduced personal accomplishment, as a significant predictor of turnover intention. Data were collected from employees of the Bank of Abyssinia in Ethiopia, a context with unique geographical, political, and socio-cultural characteristics. The study employs a quantitative approach, utilizing surveys to gather information on the five key variables and their relationship with turnover intention. Findings from this research highlight that cognitive flexibility, organizational justice, work-family conflict, job characteristics, and burnout significantly influence turnover intentions. These insights offer valuable implications for human resource management practices, suggesting that organizations should develop strategies to enhance cognitive flexibility, ensure fair treatment, balance work and family demands, design meaningful job roles, and mitigate burnout to reduce turnover rates. This study contributes to the existing body of knowledge on employee turnover by filling gaps in previous research, particularly within the Ethiopian banking sector. The results are expected to aid managers and HR professionals in designing effective retention strategies, thereby improving employee satisfaction and reducing turnover intentions.*

**Keywords:** *Employee turnover intention, cognitive flexibility, organizational justice, work-family conflict, job characteristics, burnout, banking sector, Ethiopia.*

## Chapter one

### 1. Introduction

This chapter included the background of the study, statement of the problem, study objectives, specific objectives, research questions, significance of the study, scope, and limitations of the study.

#### 1.1 Background of the Study

Turnover intention had been an ongoing problem for scholars and organizations within business contexts, remaining a concern today (Hancock et al., 2013; Li et al., 2019). Academics considered employee turnover intention a serious issue because it produced significant workplace stress and hindered employees from developing loyalty and focus on their jobs (Lin et al., 2017). High worker turnover rates led management to incur additional costs for hiring and training new employees, making employee turnover intention a high-cost factor that could impede overall organizational performance (Busari et al., 2017).

The challenges posed by employee turnover reached historic proportions due to global economic integration and heightened competition for opportunities aligned with individuals' skills and qualifications. Human capital, being an irreplaceable competitive asset, provided firms with a competitive edge that competitors could not replicate (Marshall & Ifran, 2015).

Employee turnover referred to employees voluntarily leaving their company or profession. Voluntary turnover was interdisciplinary and complex, concerning both employees and employers. Understanding voluntary turnover required considering social, economic, and psychological factors (Udechukwu et al., 2007). Lambert (2001) noted that voluntary turnover occurred when an employee initiated the end of their employment. Research indicated that turnover behavior involved stages including attitudinal, decisional, and behavioral components (Parasuraman, 1989; Price and Muller, 1981; Weisman et al., 1980).

For over six decades, scholars had investigated employee turnover intentions as predictors of turnover behavior. March and Simon's 1958 study suggested that employees tended to leave their employer/organization/profession when it seemed desirable and easy to do so. Turnover intention referred to the perceived desirability of ending an employee-employer relationship, representing

an individual's voluntary decision to leave their employer or profession. Mobley et al. (1979) found that intentions influenced perceptions and judgments, making them a crucial research topic. Consequently, intentions were the most reliable predictors of actual behavior (Ajzen and Fishbein, 1980). Mobley (1982) and Mobley et al. (1978) described turnover intentions as a three-step process: thinking about quitting, planning to look for work, and deciding to quit. Organizations could take proactive measures to manage turnover by understanding employee intentions (Jha, Shweta, 2009).

Various studies and models had offered explanations for employee turnover over time, highlighting multiple factors leading to turnover. Across all models, turnover intention was recognized as a critical factor influencing actual behavior. Organizations needed to identify variables leading to employee turnover, as individuals might plan to leave immediately or soon. Recognizing employees' motivations for resigning could help organizations prevent voluntary turnover (Jha, Shweta, 2009).

Employee turnover had long been a persistent and frustrating challenge for organizations and businesses (O'Connell, 2010). It posed a substantial barrier to business success, as human capital was vital to organizational performance, growth, and overall outcomes. Human resources played a central role in economic growth processes. However, the competitive corporate environment eroded human resource conditions, resulting in employee turnover (Shukla and Sinha, 2013). Professional employee turnover was a significant and widespread labor market characteristic.

Employee turnover was a global concern for businesses. High turnover rates increased recruitment and training expenses, reduced productivity, and negatively impacted organizational performance and employee morale. Understanding factors influencing employees' turnover intentions was crucial for designing effective strategies to control and reduce turnover.

Employee turnover could occur voluntarily or involuntarily. Voluntary turnover referred to termination at the employee's discretion, while involuntary turnover referred to termination without employee choice (Rasoava, 2015). Employee turnover added to the workload of remaining employees, affecting their performance and business effectiveness. Mathis and Jackson (2007) noted that current employees needed to work harder and longer to compensate for departed colleagues, increasing their workload, lowering morale, and raising stress levels, which led to higher absenteeism (Ahmed et al., 2016).

Given its importance, employee turnover had become a major concern for firms worldwide. High turnover disrupted operations, increased costs, and negatively affected organizational performance and productivity. Understanding the drivers of employee turnover intentions was essential for businesses to implement successful retention strategies.

The study aimed to investigate the relationship between various essential parameters and employee turnover intentions. The variables under investigation included cognitive flexibility, organizational justice, work-family conflict, job characteristics, and burnout. By assessing these variables, the study sought to understand their impact on employees' inclinations to leave their current workplace.

**Cognitive Flexibility:** This referred to an individual's ability to adapt their thinking and behavior in response to changing circumstances, encompassing qualities like openness to new ideas, problem-solving skills, and creative thinking (Kim & Lee, 2019).

**Organizational Justice:** Organizational justice pertained to employees' perceptions of fairness within the workplace, encompassing distributive, procedural, and interactional justice (Colquitt et al., 2013). Employees who perceived fair treatment were generally more satisfied with their jobs and less inclined to leave (Ambrose & Kulik, 1999; Colquitt et al., 2013).

**Work-Family Conflict:** Work-family conflict occurred when the demands of work and family roles were incompatible, leading to stress and strain (Greenhaus & Beutell, 1985). High levels of work-family conflict had been associated with increased turnover intentions (Amstad et al., 2011). Understanding this conflict could help organizations develop policies to promote work-life balance and reduce turnover.

**Job Characteristics:** According to job characteristics theory, elements such as task variety, autonomy, and feedback influenced employees' attitudes and behaviors (Hackman & Oldham, 1980). Jobs perceived as meaningful, challenging, and engaging were more likely to encourage employees to stay (Demerouti et al., 2001). The study aimed to provide insights into how job design could enhance employee retention.

**Burnout:** Burnout was characterized by emotional exhaustion, depersonalization, and a reduced sense of personal accomplishment resulting from prolonged work-related stress (Maslach et al., 2001). Employees experiencing burnout were more likely to consider leaving their jobs (Lee &

Ashforth, 2011). Investigating burnout's impact on turnover intention could aid in developing strategies to reduce burnout and improve retention.

The study aimed to contribute to the existing body of knowledge on employee turnover intentions by exploring how cognitive flexibility, organizational justice, work-family conflict, job characteristics, and burnout influenced these intentions. The findings were expected to help businesses develop evidence-based strategies to enhance employee retention and create a more positive work environment.

The human resources (HR) department played a critical role in assessing employee turnover data. This assessment could help forecast future recruitment needs, shape retention strategies, and develop succession plans. Effective turnover reduction techniques could assist organizations in achieving their goals. Regular monitoring of turnover rates allowed firms to identify problem areas in people management and implement corrective measures promptly.

The study focused on examining the effects of cognitive flexibility, organizational justice, work-family conflict, job characteristics, and burnout on employees' intentions to leave their jobs. By understanding these factors, organizations could design better retention strategies and foster a more supportive and engaging work environment. This research aimed to provide practical insights that could lead to improved employee satisfaction and reduced turnover rates.

## 1.2 Statement of the problem

Each company has its own distinct turnover drivers; hence, businesses must always endeavor to understand the difficulties that influence their organization's turnover intention. Furthermore, the Determinant of Turnover Intention of Employees changes within an organization, therefore the Determinant of Turnover Intention in one department may differ significantly from the Determinant of Turnover Intention in another.

Other researchers, such as Testa (2008), have discovered that high turnover rates of skilled professionals can pose a risk to the business or organization due to the cost of human capital (such as skill, training, and knowledge). Given the natural specialization of skilled professionals, these employees are likely to be employed by a competitor in the same industry.

Many academics have conducted separate examinations into the contributing factors to employee attrition in the banking industry, revealing distinct critical variables. Bagoun and Oloyedunoye's (2006) study in a Nigerian bank found that job contentment, social support, and emotional intelligence significantly and independently predicted employee desire to leave. Furthermore, the results showed that the three psychological variables emotional intelligence, social support, and job satisfaction—had a combined effect on the intention to leave one's job. According to (Islam and Zaman, 2012), employee motivation and job security influence job satisfaction, and pleased employees intend to stay with the organization. Effective communication at the First Bank of Nigeria can foster a culture of communication satisfaction, leading to lower staff turnover (Nwagbara et al, 2013). Employee turnover in the banking industry was significantly influenced by work environment, job stress, pay (salary), employee engagement with management, and career advancement (Shukla and Sinha, 2013).

Job satisfaction, according to Cohen and Golan (2007), is a major cause of turnover. They believed that if employees were unsatisfied at work, they would leave. Turnover is costly and lowers productivity. It is also believed that if the working environment is bad, the intention to leave the job would increase. Rhodes and Steers (1978) highlighted job attitude as a fundamental component of their strategy. They predict that additional job-related and organizational characteristics will have a greater impact on absence as job satisfaction increases. They also discovered that people who despise their employment are more inclined to hunt for another one, whereas people who enjoy their work are more likely to stay with their current company. Many researchers discovered several gaps in the theoretical and empirical literature by analyzing the location, technique, period, and nature of the organization under investigation. Despite its significance, the study was conducted in Ethiopia, which has geographical characteristics, political leanings, and socio-cultural values that differ from those of other countries. Even though numerous studies have been conducted to determine the Determinant of Employee Turnover Intention in various sectors of the economy, the majority have been conducted in other countries. Few studies have been undertaken to investigate the factors influencing employee turnover intentions in African countries like Ethiopia Mahdi et al., (2012), Adeboye T. A. et al., (2012), Samuel E. M. et al., (2012), Santript S. et al., (2013), Ali N. and Tessema et al., 2013.

This study attempted to fill gaps in previous research by identifying the Determinants of Employee Turnover Intention, with a focus on cognitive flexibility, organizational justice, work-family conflict, job features, and burnout as variables in the banking sector.

Employee turnover creates significant issues for businesses, endangering productivity, continuity, and profitability. Understanding the elements that influence employees' intentions to quit has become crucial for managers and HR professionals. By examining these independent variables, this study provided insight on the underlying causes of employees' desire to leave their current position. As a result, the findings provided organizations with valuable insights into establishing effective techniques for reducing turnover and improving overall staff retention.

Employees' intention to leave the organization is the first conduct that is prompted by various events, resulting in employees leaving the organization. The goal of this study is to identify the source of the intention and provide a possible remedy. By researching turnover intention and related characteristics, the researcher hopes to contribute to a solution to the problem and help managers make better decisions.

Previous study has investigated a variety of factors that lead to employee turnover, including job happiness, job performance, job engagement, pay satisfaction, and employee involvement. However, this study focuses on the five variables mentioned above, among many others, that may influence turnover intention; cognitive flexibility, organizational justice, work-family conflict, job characteristics, and burnout have not been thoroughly studied in the Ethiopian banking industry, particularly at Bank of Abyssinia. As a result, this study bridges a gap in earlier studies on the subject.

### 1.3 Research Questions

Based on the above stated problem this study tries to address the following questions:

1. What's the effect of cognitive flexibility on turnover intention?
2. What is the effect of organizational justice on turnover intentions?
3. How does work-family conflict affect turnover intentions?
4. What is the effect of job characteristics on turnover intentions?
5. What is the effect of burnout on turnover intention?

## 1.4 Objectives of the study

### 1.4.1 General Objective

The general objective of this study is unraveling the dynamics of turnover intention.

### 1.4.2 Specific Objectives

To achieve the general objective, the following specific objectives are identified:

1. Examine the effect of cognitive flexibility on employee turnover intentions.
2. Evaluate the impact of organizational justice on employee turnover intentions.
3. Examine the link between work-family conflict and employee turnover intentions.
4. Investigate the impact of job characteristics on employee turnover intentions.
5. Identify the relationship between burnout and employee turnover intentions.

## 1.5 Scope and Limitations

The purpose of this study was to look at the elements that influence turnover intention in Bank of Abyssinia, specifically voluntary turnover intention. As a result, it was carried out at BOA's Addis Ababa head office and a couple of its branch offices. The five found variables and turnover intention were the primary focus of this inquiry. Future studies could investigate turnover intention using data from a broader range of sources, including the public and private sectors, as the data used to determine turnover intention was limited to the Bank of Abyssinia and only employed five criteria to explain turnover intention.

## 1.6 Significance of the study

This study significantly contributes to organizational psychology by examining factors that influence employees' intentions to leave their employers. By analyzing the relationships between cognitive flexibility, organizational justice, work-family conflict, job characteristics, and burnout, it provides valuable insights into managing employee turnover. The empirical evaluation of these variables enhances the scientific rigor of the field and supports or challenges existing theories and models.

The findings offer practical implications for practitioners and organizational leaders, helping them develop targeted strategies to manage turnover intentions effectively. By identifying key factors,

the study guides the design and implementation of retention strategies, ultimately reducing turnover rates and enhancing employee satisfaction and commitment. This is particularly relevant for the banking sector, where tailored interventions can create a positive work environment and reduce recruitment and training expenses.

Understanding the drivers of turnover intention enables the Bank of Abyssinia to implement focused people management efforts, such as individual development plans, mentorship programs, and flexible work arrangements. These efforts can increase retention by addressing the specific needs of high-risk employees. The study's contextual relevance to the banking industry ensures that its findings are valuable and applicable to similar enterprises.

In summary, this research offers both practical and theoretical insights for improving organizational management and employee retention. It provides a comprehensive understanding of employee turnover, aiding evidence-based decision-making in personnel management. Additionally, the study serves as a valuable resource for future research on labor turnover and organizational practices.

## 1.7 Organization of the Thesis

The thesis was constructed as follows. The thesis consisted of five chapters. The first chapter introduced the study. The second chapter provided a full assessment of the relevant literature. The third chapter gone over the methodology employed in the study. In Chapter four, the acquired data was evaluated and interpreted. Finally, chapter five summarized the findings, draw inferences, and made recommendations based on the research results.

## CHAPTER TWO

### 2 Literature Review

This Chapter contains a review of literature on employee turnover intention in three parts: theoretical, empirical, and conceptual framework, which will aid in investigating and identifying the main determinants of employee turnover intention in the case of BOA.

#### 2.1 Theoretical Review

##### 2.1.1 Turnover intention

Porter and Steers (1973) coined the term "turnover intention" or "intention to leave," defining it as "the next logical step after experiencing dissatisfaction in the withdrawal process." Employee turnover intention is the ability of the employee to quit the job, which is classified as voluntary and involuntary discrimination, as well as the dysfunction in the job that led to quitting the job, and that each type of employee turnover affects the organization to varying and different degrees, where employees' turnover intention is formed when individuals believe their job does not meet their ambitions and expectations (Zeffane and Bani Melhem, 2017). The concept of employee turnover intention has not progressed as expected in the last decade, with scholars relying on models provided by Porter and Steers (1973) and Mobley (1977). According to Arshadi and Damiri (2013), intention to depart is a determined decision to look for new work opportunities in other companies. Individuals left their positions for several reasons. According to Thirapatsakun et al. (2014), employee turnover intention is divided into three categories: (1) considering leaving the company; (2) intending to look for a new job; and (3) departing.

The subject's literature gives a straightforward definition of turnover intention. Tett and Meyer (1993) proposed the most frequently accepted definition. They stated that it is "a deliberate and conscious decision to leave the organization." Similarly, Schyns, Torck, and Gössling (2007,) define turnover intention as "an employee's intention to voluntarily change jobs or companies". At this time, two points should be raised. First and foremost, the origin of the aim may be traced back to the individual rather than the actions of the organization. Second, the aim refers to an individual's internal state rather than their current actions. Depending on whether the individual desires to resign, the turnover intention can be high or low.

Bakker, Demerouti, and Verbeke (2004), Janse Van Rensburg (2004), Kanungo (1982), and Roodt (2004) define turnover intention as a sort of withdrawal caused by a loss of identification with one's employment. The intention is an excellent predictor of future employee behavior. It is a multidimensional process involving attitudes, decision-making, and behavior (Martin, 2007). Several researchers, including Mobley (1982), Sager, Griffeth, and Hom (1998), Jacobs and Roodt (2007), and Bester (2012), contend that intention is the final stage preceding a person's decision to stop.

Turnover intention is an employee's desire to leave their organization. The intention to withdraw has been demonstrated to be a predictor of actual employee turnover (Harrison et al. 2006). As defined by scholars, turnover intention is an individual's self-estimated probability of leaving the company permanently soon (Liu and Low, 2011). Turnover intention is a direct predictor of turnover behavior and reflects a range of withdrawal-related attitudes (Farkas and Tetrick, 1989). According to Fishbein (1967), our emotive reactions to our jobs might lead to intention, which regulates conduct. According to Sussman and Cogswell's (1971) assessment, there is a direct relationship between the supply and demand mechanisms implemented for labor in any vocational system and the consideration of factors other than economic in job relocation.

Employee turnover intention has prompted management to focus and monitor the increasing trend of turnover due to its significant impact on the organization's long-term plan and sustainability (Keni, Muthuveloo, Teoh, & Rubiah, 2013). According to Bigliardi, Petroni, and Dormio (2005), employees leave freely because of certain features of the work environment or organization. Employees have a typical psychological response to unique job or organizational conditions (Slatten, Svensson, & Svaeri, 2011). Lee and Liu (2007) defined turnover intention as employees' conscious choice and volitional willingness to leave the firm, indicating a pervasive phenomenon with potentially costly ramifications for the organization (Kosloesky, Weisberg, Yaniv, & Speiser, 2012).

### 2.1.2 Work to Family Conflicts

Work-family can be defined as "a connection between an employee's personal and professional spheres" (McCarthy). It includes any activity that may have an impact on work (or personal life) due to participation in activities associated with the opposing party.

Various authors defined WFC as follows:

Inter-role conflict is defined by conflicting role demands from the work and family domains. It is induced by the conflicting demands of work and family life (Greenhaus and Beutell, 1985; Kahn, 1990). It occurs when one's job interferes with one's family life, or when one's family interferes with one's career and ability to get along at work (Duxbury).

Inter-role conflict occurs when the expectations and duties of one role clash with those of another. The amount of time, energy, and commitment required by the work domain may prohibit people from meeting their family and personal demands (Carslon et al., 2000).

Work-family conflict occurs when experiences in one job compete with meeting demands and being effective in another (Edwards and Rothbard, 2000; Greenhaus and Beutell, 1985). Inter-role interference, often known as work-family interference, is an important aspect of work-family conflict (Greenhaus et al., 2006).

Work-family conflict is the interaction of work and family roles, in which demands and responsibilities in one domain interfere with those in the other. The conservation of resources (COR) theory provides a theoretical foundation for analyzing the link between work-family conflict and turnover intention. According to COR theory, humans aim to acquire, keep, and defend resources. Work-family conflict depletes people's resources, resulting in increased pressure and worse job satisfaction, which contributes to higher turnover intentions (Hobfoll, 2002).

Work-family conflict is a sort of resistance to role pressure that emerges from the workplace, affects the family sphere, and is mutually incompatible. People devote more time to vital tasks and less to irrelevant chores, which exacerbates work-family tensions. Work-family conflicts have been thoroughly investigated and found to have a favorable influence on employee job burnout (M.R. Frone and R.E. Kopelman 1992). Work-life conflict occurs because of having too many things to do and insufficient time to complete a certain activity. Work-family conflicts have a beneficial impact on employee turnover intentions and job discontent. These disputes positively impact withdrawal behavior, such as that of Muhammad Ghayyur and Waseef Jamal. Work-Family Conflicts: An Example of Employee Turnover Intention International Journal of Social Sciences & humanity, Vol. 2, No. 3, May 2012 168 family interruption, late arrival to workplace, and absenteeism (B. Leslie Hammer, 2009). Work-family conflict has negative consequences such as

low commitment, reduced job satisfaction, absenteeism, sluggishness, intention to resign, and decreased family satisfaction. Conflicts between work and family have a favorable correlation. Work-family conflicts have an impact on employee job dissatisfaction and turnover intentions. Work-family issues have a favorable correlation with motivation to leave an organization. Work-family conflict resolution requires the introduction of work-life balance, which is defined as a self-perceived and satisfactory integration of time, family care responsibilities, and work-related responsibilities. As a result, a balanced work environment is strongly recommended to achieve a balance between work and family obligations (Muhammad Ghayyur 2012).

### 2.1.3 Cognitive Flexibility

The phrase 'cognitive flexibility' refers to a person's ability to shift cognitive sets and adapt to changing circumstances (Dennis & Vander Wal, 2010). Martin and Anderson (1998) identify three characteristics of cognitive flexibility: awareness, willingness, and self-efficacy. They define cognitive flexibility as the ability to seek creative answers to issues and adapt in a variety of contexts. Furthermore, a cognitively flexible individual must be aware of the options and alternatives available to him or her, as well as willing to accept such changes in a variety of settings. Finally, a cognitively flexible person must believe that he or she can be adaptable in any scenario (Martin and Anderson, 1998). Flexible employees in the business behave as crystals, allowing light to shine through and refracting it to benefit the entire organization. The phrase 'light' refers to the employee's new ideas and proactive skills. Employees are more interested in their work schedules when they have more flexibility, which reduces the likelihood of turnover and disengagement. Cegala (1981) discovered that those with greater cognitive flexibility are more alert, perceptive, and sensitive to social interactions than those with less flexibility. Employees with strong cognitive flexibility are expected to be more ready and able to accept job transitions that may result in failure.

Cognitive flexibility refers to the ability to adapt and switch between different cognitive processes and strategies. Cognitive flexibility can be understood via the lens of job embeddedness theory. According to work embeddedness theory, employees' attachment to their employment and organizations reduces their likelihood of quitting. Cognitive flexibility can promote job embeddedness by allowing employees to navigate and adapt to changing work demands, hence decreasing turnover intentions (Crossley & Bennett, 2020).

Person-job fit theory is a paradigm that describes how well people match the cognitive demands of their occupations. It indicates that when people's cognitive capacities are well linked with the cognitive demands of their career, they will perform better, be happier, and experience less stress.

Cognitive flexibility is a component of person-job fit theory that refers to a person's ability to change their thinking and behavior in response to changing circumstances or expectations. Cognitive flexibility is characterized as the ability to examine numerous perspectives, transition between different tasks or techniques, and provide creative problem solutions. Warr, P., Barter, J., and Brown, G. (2005). Individuals with high cognitive flexibility are more likely to succeed in jobs that need them to quickly adapt to new information, deal with ambiguity, and solve complex problems. Project managers, consultants, and researchers, for example, usually work in rapidly changing contexts and must think on their feet. Cognitive flexibility enables people to change their beliefs and behaviors in response to changing circumstances, resulting in better work performance and enjoyment.

Individuals with lower cognitive flexibility, on the other hand, may struggle in jobs that require constant adaptability and imaginative problem-solving abilities. They may feel overwhelmed or disturbed when faced with intricate and confusing duties, resulting in poor job performance and reduced levels of job satisfaction. Martin, R., Rubin, R. S., and Hewstone, M. (2003)

#### 2.1.4 Organizational justice

Organizational justice concerns how employees perceive workplace fairness. Equity theory and social exchange theory are two theoretical frameworks that offer insight on the relationship between organizational fairness and turnover intentions. According to equity theory, people compare their inputs and outputs to those of others and then use the comparison to determine justice. When employees perceive unequal treatment in terms of rewards and resources (distributive justice) or the fairness of procedures and decision-making processes (procedural justice), they are more likely to consider quitting (Adams, 1965; Thibaut & Walker, 1975). According to social exchange theory, employees who receive good treatment from the organization have increased commitment and decreased turnover intentions (Blau, 1964).

People can sometimes encourage themselves to improve by comparing their work to a set of criteria. According to Judge et al. (2009), people want to understand their worth in a variety of domains, including personal and professional, and the outcome of this assessment of relative values can be explained in terms of attractiveness, wealth, and other success metrics. According to Festinger's (1954) social comparison theory, people frequently compare themselves to others to determine their relative values in terms of their own talents and abilities, and in doing so, they might form a self-image. According to the social comparison theory presented by Festinger (1954), individuals frequently draw comparisons with others to gauge their relative values on their own skills and abilities and in doing so, they can develop a self-image. The parallels apply not only to their personal lives, but also to their professional lives and places of employment. For example, employees may compare the treatment they have gotten from bosses and coworkers to that of others (Yue, 2019).

Organizational justice is composed of three conceptual dimensions: distributive justice, procedural justice, and interactional justice. Distributive justice relates to the fairness of the allocation of outcomes among members of an organization, whereas procedural justice is concerned with the fairness of the processes and procedures used to make allocation decisions" (Parker and Kohlmeier, 2005). As the third dimension of organizational justice, interactional justice emphasizes the relevance of the quality of the interpersonal treatment people receive during the implementation of procedures. (Colquitt et al. 2001). Previous research on the impact of organizational justice on employee turnover intention has mostly focused on three factors. Previous research on justice perceptions found that it had a favorable effect on organizational commitment and work satisfaction. It has a detrimental impact on turnover intention (Campbell et al., 2013; Kim & Kao, 2014; Silva & Caetano, 2016; Yue, 2019; and Kim et al., 2017). These findings are consistent with social exchange theory (Blau,1964), which states that if employees see benefits from their work exchanges, they are more likely to continue participating in them; if the opposite is observed, employees are more likely to avoid future exchanges.

### 2.1.5 Job characteristics

According to Hauk (2014), developing certain job attributes that influence employee satisfaction and motivation is crucial for creating an optimal work environment. Based on research and

analysis, Hauk identified 11 fundamental job characteristics: job complexity, physical requirements and working conditions, job feedback, autonomy, ergonomics, feedback from others, interrelationships among equipment and facilities, interactions with the organization, social support – friendships within the organization, and work significance.

According to Krzyszkowska (2015), the reasons for leaving an organization are usually related to the workplace and stem from dissatisfaction with the working conditions. Spector and Jex (1991) emphasized the importance of autonomy, duties, feedback, and scope of work in determining turnover intention.

Markey, Ravenswood, and Webber (2012) explored the impact of work quality on turnover intentions. They discovered that employees had fewer intentions when they perceive their work environment to be beneficial, which includes low stress, managers who esteem their subordinates, and people who do not feel threatened. Shalley, Gilson, and Blum (2000), on the other hand, discovered a link between a work environment that fosters creativity and complexity and turnover intention. Krot and Lewicka (2015) found a connection between organizational fairness and turnover intention.

Hackman and Oldham (1976) developed job characteristics theory, which holds that job attributes can influence employees' attitudes and behaviors. Job attributes such as skill variety, task identity, task relevance, autonomy, and feedback can all influence employee job satisfaction and motivation. Employees that have favorable job qualities are more likely to be satisfied and engaged, which lessens their desire to leave the company (Hackman & Oldham, 1976).

### 2.1.6 Burnout

Burnout is a psychiatric illness marked by emotional weariness, depersonalization, and decreased personal accomplishments. Stress, on the other hand, is the physical or psychological reaction to excessive job expectations. Both burnout and stress can have a negative impact on individual performance and organizational outcomes, such as turnover intentions.

Burnout is a state of chronic fatigue, cynicism, and reduced professional efficacy produced by prolonged exposure to work-related stressors. The job demands-resources (JD-R) model provides a theoretical framework for understanding the relationship between burnout and turnover

intentions. According to the JD-R model, job demands, such as a heavy workload and emotional stress, can lead to burnout, but job resources, such as social support and autonomy, can reduce the impact of job demands and avoid burnout. Burnout, in turn, is positively associated with turnover intention, as employees wish to avoid the negative effects of burnout by leaving the company (Bakker and Demerouti, 2017).

A variety of variables lead to employee burnout, The literature identifies several similar characteristics, including workload, autonomy, job control, interpersonal difficulties, and role ambiguity. A study of the research suggests that excessive job expectations, a lack of control over work, and insufficient support from coworkers and supervisors can all lead to burnout and stress levels.

Research has consistently shown that burnout and stress have a negative impact on employee turnover intentions. Employees experiencing high levels of burnout and stress are more likely to indicate a desire to leave their professions in search of better prospects or work-life balance. These intentions may result in actual turnover, incurring additional expenses for businesses in terms of recruiting, training, and lost expertise.

Several mediating and moderating variables have been found in the literature as potentially influencing the association between burnout and employee turnover intentions. Job satisfaction, organizational commitment, and perceived organizational support are frequently reported to moderate this association, implying that these variables can minimize the detrimental impacts of burnout on turnover intentions.

Organizations must address these concerns by introducing methods and interventions to reduce employee burnout levels. Organizations can boost employee happiness and commitment while also reducing turnover intentions, resulting in better organizational outcomes. More study is needed to investigate specific interventions and methods in various organizational settings and industries.

## 2.2 Empirical Literature Review

Nadiri and Tanova (2009) investigated the association between organizational justice views of hotel employees in North Cyprus and several work-related characteristics. A total of 208 employees and supervisors completed questionnaires. The study's findings demonstrated that distributive justice was a stronger predictor of all study variables than procedural justice. The

findings imply that the fairness of employees' personal outcomes may have a greater impact on turnover intentions, job satisfaction, and organizational citizenship behavior (OCB) than the perceived fairness of a firm's procedures. It was also discovered that, while greater job satisfaction is linked to OCB, organizational fairness appears to be the most important component, having a significant impact on both OCB and job satisfaction. Saengchai et al. (2019) investigated the relationship between employee turnover intentions and supervisors' support, as well as job autonomy and job satisfaction, with job satisfaction serving as a mediator between job autonomy, employee turnover intentions, and supervisors' support. The findings confirmed that job autonomy is an important predictor of job satisfaction, as greater autonomy leads to higher satisfaction and lower turnover. Meanwhile, the study's findings revealed that supervisor support is an important aspect. Hussain and Huei (2019) analyzed factors influencing employee turnover intentions in construction organizations focusing on Grade 7 Construction Company in Klang, Selangor in Malaysia. The study found that communication and organizational politics had a detrimental impact on employee turnover intentions. Vaamonde et al. (2017) investigated the potential mediation effect of burnout and job satisfaction in the links between organizational justice and turnover intention. The study's findings revealed that views of 16 distributive, procedural, and interpersonal justice have negative indirect effects on turnover intention via burnout and job satisfaction, but perceptions of informational justice influence turnover intention via job satisfaction. These findings suggest that perceptions of distributive, procedural, and interpersonal justice are associated with reduced levels of burnout, which promotes higher job satisfaction and fewer turnover intentions among employees. Additionally, views of informational fairness are linked to higher job satisfaction and lower employee turnover intentions. Okae (2017) used multiple regression analysis to evaluate the association between employee turnover intention and job satisfaction, employee compensation, employee engagement, employee motivation, and work environment. The study discovered that compensation, engagement, and contentment have a negative and statistically significant impact on turnover intention.

### 2.2.1 Turnover intention and Cognitive flexibility

Several empirical studies have investigated the relationship between cognitive flexibility and turnover intention. For example, Chen and Tjosvold (2012) conducted a study of Chinese employees and observed that higher levels of cognitive flexibility were associated with lower

turnover intentions. They claimed that cognitive flexibility enables people to adapt to workplace changes and deal with job-related challenges, reducing their urge to leave. Similarly, Tuncdogan et al. (2016) showed a negative correlation between cognitive flexibility and intention to leave among Turkish bank employees.

In their cognitive flexibility theory, Spiro and Jehng (1990) claimed that people who can develop various representations of a task can readily comprehend situational changes in the environment, making them cognitively more flexible.

They believed that these people were capable of quickly reorganizing their information and adapting their answers to rapidly changing circumstances. According to this view, flexible employees interpret difficulties in their own way and seek solutions rather than leaving their job. According to research, cognitive flexibility is significant in determining occupational performance and satisfaction. For example, Warr, Barter, and Brown's 2005 study investigated the relationship between cognitive flexibility and job performance among nurses. The findings demonstrated that nurses with greater cognitive flexibility were better able to deal with complex patient care situations and solved problems more efficiently.

Similarly, flexibility studies by Martin, Rubin, and Hewstone revealed that people with superior cognitive flexibility were more likely to adapt to organizational change and perform well in dynamic work situations.

Cognitively flexible individuals can do any task allocated to them and are willing to embrace organizational goals, resulting in a stronger affective attachment to the organization (McDonald & Siegall, 1992). Because these employees have a less negative emotional response to the business, we can conclude that employees who are more cognitively adaptable are better able to face difficulties and are more ready to stay with the organization for personal and organizational progress. According to research, cognitively adaptable employees participate more actively in organizational tasks. Thus, it can be predicted that these employees will have a more positive impression about their stay in the organization and thus be less inclined to dispute the necessity of leaving and adapting to all situations profitably. Employees' inclination to resist organizational change is heavily influenced by their willingness to learn (Zimmerman, 2008). Employees that are more receptive to experience consider their organization's position and are more ready to embrace necessary adjustments. We conclude that cognitively flexible employees are unlikely to complain

about or have an uncooperative attitude toward any variables that predict intent to turnover or actual turnover.

*H1: There is a significant relationship between cognitive flexibility and turnover intention.*

## 2.2.2 Turnover intention and Organizational justice

Colquitt et al. (2005) employed the organizational justice theory to analyze perceptions of fairness in the workplace. The concept outlines how people perceive what is fair or unfair within an organization and how they react to it. As a result, “what is fair” is based on past research that connects objective features of decision-making to subjective perceptions of fairness (Colquitt and Shaw, 2005). In organizational contexts, justice can be characterized as concentrating on the causes and consequences of subjective perceptions: distributive justice (DJ), procedural justice (PJ), and interactional justice. Early research focused on DJ, which investigates people’s perceived fairness of decision results (Wang, Y. 2021).

After DJ models failed to adequately explain and predict people’s reactions to perceived unfairness, researchers turned to PJ, which focuses on the processes employed to generate outcome distributions or allocations (Cohen-Charash & Spector, 2002). Bies and Moag (1986) established the term “interactional justice” to describe the quality of interpersonal treatment individuals receive when procedures are applied. Greenberg (1993) has proposed a four-factor structure for interactional justice, which includes interpersonal justice (IPJ) and informational justice (IMJ) in addition to DJ and PJ. IPJ demonstrates the extent to which authorities, or third parties involved in carrying out procedures or determining outcomes treat people with politeness, dignity, and respect. IMJ focuses on explanations offered to people that explain why procedures were used in a particular way or why outcomes were distributed in a specific way (Liu, Z. 2021).

Positive outcomes observed when employees perceive fairness in an organizational context include increased trust and commitment, improved job performance and customer satisfaction, and less conflict (Cropanzano et al., 2007). Individuals’ assessments of injustice, on the other hand, will have negative consequences, including a number of withdrawal behaviors, the most important of which is turnover (Conlon et al., 2005). Although it has been widely demonstrated that

organizational justice plays an important role in predicting employees' TI, the literature linking different justice dimensions to TI is a little hazy, possibly because the response to organizational justice varies across different segments of the population.

Although some research has shown that higher perceived organizational justice among social service professionals correlates with lower TI (Kim et al., 2012), no empirical studies have been conducted to investigate how each aspect of organizational justice influences social workers' intention to leave. Researchers in China continue to employ common characteristics to explain social worker attrition, such as non-competitive pay and a severe workload (Lu, 2014; Nie & Song, 2009). It suggests that, from the standpoint of organizational justice, DJ is the most important dimension influencing social workers. (Ti Jiang, N. 2021)

Empirical research consistently shows a negative relationship between organizational justice and turnover intention. For example, Colquitt et al. (2001) investigated a large sample of employees from several organizations and discovered that perceptions of distributive justice, procedural justice, and interactional justice were all negatively related to turnover intention. Similarly, Cohen-Charash and Spector's (2001) meta-analysis confirmed the negative association between organizational justice and turnover intention, underlining the importance of fair treatment in reducing employee desire to quit.

*H2: There is a significant relationship between organizational justice and turnover intention.*

### 2.2.3 Turnover intention and Work-family conflict

Work-family conflict has been consistently linked to increased turnover intention in empirical studies. For example, Byron (2005) conducted a meta-analysis and discovered that work-family conflict was positively associated with turnover intention. Lu et al. (2013) studied a group of Chinese employees and discovered that work-family conflict predicted higher turnover intentions. They claimed that work-family conflict produces stress and dissatisfaction, which may lead employees to consider leaving the company.

Several empirical studies have found a negative relationship between work-family conflict and turnover intention, meaning that higher levels of work-family conflict resulted in increased turnover intention. For example, Frone, Russell, and Cooper (1992) explored the relationship

between work-family conflict and turnover intentions in a group of working people. According to the findings, employees who had higher levels of work-family conflict were more likely to divulge plans to leave their jobs.

Similarly, Kossek, Colquitt, and Noe (2001) investigated the relationship between work-family conflict and turnover intentions in a sample of employees from a variety of industries. The findings demonstrated a strong link between work-family conflict and turnover intentions, with higher levels of conflict resulting in higher turnover intentions.

*H3: There is a significant relationship between work-family conflict and turnover intention.*

#### 2.2.4 Turnover intention and Job characteristics

Empirical evidence supports the link between job features and turnover intention. For example, Demerouti et al. (2001) investigated employees in a variety of occupations and discovered that employment characteristics such as autonomy, skill variety, and task relevance were negatively associated with turnover intention. They claimed that favorable employment qualities provide employees with a sense of purpose, autonomy, and growth, reducing their desire to leave. Similarly, Karatepe's (2013) study of hotel employees found that job characteristics such as task diversity and autonomy were inversely related to turnover intention.

Several research (Hakanen et al., 2008; Schaufeli & Bakker, 2004) have found a negative association between work features and turnover intention. Padmasundari (2019) discovered in a study of 100 educators that the stress of working as an early childhood educator might manifest as increased burnout and job turnover, resulting in worse teaching efficacy. According to other research, poor performance leads to thoughts of leaving (Kusy & O'Leary-Driscoll, 2020). A qualitative study of 28 teachers in the Midwest of the United States discovered that job pressures exacerbate educator burnout (R. Richards et al., 2018). Grant et al. (2019) looked at the links between educators' working conditions, well-being, motivation with professional dedication, and intentions to migrate, leave, or stay. Using a countrywide dataset of 1,129 U.S.

Grant and his colleagues established a link between teachers' working conditions and their intentions to leave the profession (Russell, M. B., 2020). According to their finding, emotionally

exhausted instructors were more likely to reveal plans to depart (Grant et al., 2019). Raeesi Nafchi et al. (2020) found that all job characteristic variables, except for job importance, had a significant impact on turnover intention among 105 medical science personnel after examining turnover intentions, job characteristics, job environmental characteristics, and person-organization fit. Finally, Lyu and Lee (2018) discovered that work features are a major factor of turnover intention among school foodservice professionals (Russell, M. B., Attoh, P. A., Chase, T., Gong, T., Kim, J., & Liggans, G. L. 2020).

*H4: There is a significant relationship between job characteristics and turnover intention.*

### 2.2.5 Turnover intention and Burnout

According to empirical study, burnout is a major factor in practitioners' intentions to leave their organization (Cordes & Dougherty, 1993; Jackson et al., 1986). It is a persistent and widespread issue in the social service sector (Geurts et al., 1998). According to Maslach and Jackson (1986), the burnout syndrome consists of three components: tiredness (EX), cynicism (CY), and professional effectiveness. EX is defined as feelings of being overburdened and depleted of emotional and physical resources, PE as feelings of incompetence and a lack of achievement at work, and CY as negative or excessively detached responses toward one's employer, particularly due to the belief that the organization lacks integrity (Wang, Y., Jiang, N., Zhang, H., & Liu, Z. 2021).

Numerous empirical studies have consistently found a link between burnout and turnover intention. For example, Lee and Ashforth's (1996) meta-analysis found a strong positive connection between burnout and desire to leave across a variety of occupational categories. Similarly, Ahola et al. (2014) studied a large sample of Finnish employees and discovered that burnout predicted higher turnover intentions. They claimed that burnout, which is characterized by exhaustion and cynicism, leads people to consider leaving the organization as a means of escape.

Several research have revealed different results on how the three burnout components affect employees' TI in social care organizations (Nuallaong, 2013). According to Jackson et al. (1986),

all three burnout components were substantially associated with teachers' intentions to leave their jobs, but only EX was significantly associated with their actual turnover. Van Bogaert et al. (2010) found that EX was a predictor of TI in nurses. Zhang and Feng (2011) reported that EX was the only significant predictor of TI among the three burnout components for Chinese physicians (Wang, Y., Jiang, N., Zhang, H., & Liu, Z. 2021). Firth and Britton (1989) discovered that nurses' turnover was only weakly associated with depersonalization, but there was no significant relationship between their turnover and the other study on nurse turnover in the United Kingdom included two more components. Furthermore, one Chinese study revealed that, in comparison to the other two components, CY serves as the key mediator in the association between social workers' professional identity and TI (Wang et al., 2019).

*H5: There is a significant relationship between burnout and turnover intention.*

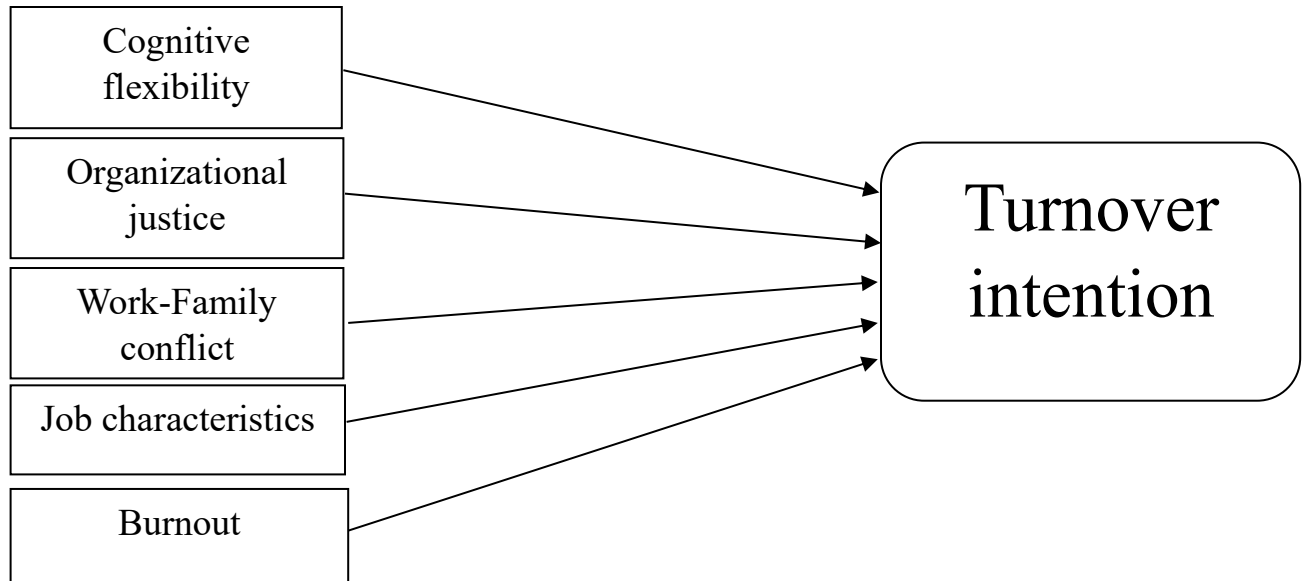
Finally, empirical evidence supports the relationships between cognitive flexibility, organizational justice, work-family conflict, job qualities, burnout, and intention to leave. Higher levels of cognitive flexibility, organizational fairness, and positive job qualities relate to lower turnover intention, whereas higher levels of work-family conflict and weariness are associated with increased turnover intention. These findings highlight the importance of taking these factors into account when companies aim to reduce turnover and increase employee retention.

### 2.3 Conceptual framework

The conceptual framework demonstrates the relationship between cognitive flexibility, organizational justice, work-family conflict, job characteristics, burnout, and turnover intentions. It integrates essential theoretical perspectives and empirical data to provide a comprehensive understanding of the factors influencing employee turnover intentions.

**Independent Variables**

**Dependent Variable**



## CHAPTER THREE

### 3. Research Methodology

#### 3.1 Introduction

This chapter describes the research design and procedures used to meet the study's objectives. It includes data sources, study design, research methodology, population and sampling techniques, variable descriptions and measurements, data processing and analysis, reliability and validity, and ethical considerations.

#### 3.2 Research Design

Research design establishes a framework for data collection and analysis. The study's knowledge is determined by a research technique indicated in its design (Cook and Cook, 2016). The study used a descriptive research design. Qualitative, quantitative, or combined research strategies are all possibilities. This study uses quantitative research methods. The study uses both a descriptive and explanatory research design. A closed-ended questionnaire was created. They were delivered in person and through online media.

The research design was the overarching method established by the researcher to combine the many components of the study in a logical and cohesive manner, serving as a plan or blueprint for carrying out the research (Babbie and Mouton, 2001).

While descriptive studies are concerned with specific predictions, narrations of events, and characteristics of persons, groups, or situations, the purpose of this study is to investigate the important determinants of turnover intention in Bank of Abyssinia.

Additionally, an explanatory research technique was employed in this study. Using this approach, the independent factors (cognitive flexibility, organizational justice, work-family conflict, job characteristics, exhaustion) were shown to have an impact on the dependent variable, turnover intention.

The study employed a cross-sectional research design to evaluate the factors influencing employee turnover intentions. Cross-sectional data was collected at a specific point in time to learn about the factors of interest. This methodology allows researchers to study the relationships between cognitive flexibility, organizational justice, work-family conflict, job characteristics, burnout, and turnover intention.

### 3.3 Research approach

The study takes a quantitative approach to its investigation. According to Holton and Burnett (2005), quantitative approaches can help you obtain a full understanding of a specific group or sample. In this study, SPSS is utilized to analyze and interpret questionnaire data. Multiple linear regression analysis also be utilized to show how the dependent and independent variables interact. It also includes the development and testing of hypotheses throughout the research process (Creswell 2009).

### 3.4 Sources of Data

The study gathered information from both primary and secondary sources. The study relied primarily on questionnaires to obtain primary data, which served as the basis for much of the analysis. Early Secondary data was gathered by scanning the literature, including research efforts, publications, journals, pamphlets, and online sources. Data analysis employed both descriptive and inferential statistics.

### 3.5 Sample Procedure

According to the Bank's human resource database, there was a total of 1,500 people, both professional and non-professional, working in Addis Abeba during the fiscal year 2023/24. This information is included in the BOA's 2023/24 annual report.

The researcher selected current employees using simple random sampling techniques. This sampling approach was used to guarantee that the respondents represent the population. The researcher used the simple random sample procedure to choose the number of personnel from the headquarters and some branches.

### 3.6 Sample Size Determination

This is the number of elements that must be chosen from the universe to create a sample. It is unacceptable to have an unreasonably large or small sample size. The degree of certainty, statistical technique, error margins, and other variables all go into the sample size calculation, making the operation quite complex. Corbetta (2003) discovered that sample size is inversely related to the researcher's tolerance for errors, desired confidence level ( $z$ ), and the variability of the phenomenon being studied.

The researcher utilized Yamane's (1967) simple formula to compute sample sizes. This formula was used to calculate sample size.

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

Wherever: -

n: is sample size----- 315.

N: is population size -----1500

e: is level of precision -----5%

Therefore, representative sample of population is determined at 95% degree of confidence. Hence at 95% degree of confidence,

$$n=1500/ (1+1500(.05^2))$$

$$n=1500/ (1+ 3.75)$$

n= 315.789 which was approximately equal to 315.

Yamane (1967) calculated that at 95 percent confidence, the representative sample size for 1500 populations was 315. This was identical to the above-calculated outcome. Source: Yamane (1967). Employees at the banks filled out surveys to provide primary data, while secondary data was obtained from publications such as books, journals, research papers, websites, and pamphlets, among others. There are two parts to the survey. The first section includes information on the respondents' demographics. The second component of the surveys is designed to collect information about the independent variables and their impact on turnover.

In this section, the independent variables are cognitive flexibility, organizational justice, work-family conflict, job characteristics, and burnout, and the dependent variable is turnover intention. The questions were developed using five-point Likert scales ranging from strongly disagree to highly agreeing. The scale goes from one (severely disagree) to five (strongly agree). The first component, cognitive flexibility, consists of five questions drawn from Martin, M. M. and Rubin, R. B. (1995). The organizational justice dimension, which consists of five questions, was adopted from Alkandari, Ibrahim, and Alsaeed, Farah and Al-Kandari, Anwaar and Alsaber, Ahmad and Ullah, Karim and Hamza, Khadija, and Ahmad Alqatan (2023).

Third dimension: work-family conflict. The survey includes five questions adapted from Yin-Fah, B. C., Foon, Y. S., Chee-Leong, L., and Osman, S. (2010) and Ike, O.O., Ugwu, L. E., Enwereuzor, I. K., Eze, I. C., Omeje, O., and Okonkwo, E. (2023). developed the fourth component, job

characteristics, which had five questions. The fifth independent variable, which included five items, was generated from Chen, X., Ran, L., Zhang, Y., et al. 2019. The questions for the dependent variable, turnover intention, were derived from the articles and publications. The questionnaires were delivered to BOA employees using basic random selection. This study gathered data through a survey. Survey research is a type of research in which data is collected systematically about people's preferences, opinions, and activities using standardized questionnaires (Bhattacharjee, 2012). This is the primary rationale for using this type of data collection.

### 3.7 Data Analysis and Interpretation

The acquired data was examined using multiple regression analysis in SPSS program. This analysis looked at the strength and significance of the relationship between employee turnover intentions and the independent factors. The findings helped to determine which variables have the biggest influence on employee turnover intentions and how they are related.

The data collected by a systematic survey or quantitative approach was edited, coded, cleaned, and fed into a computer for analysis. According to Pallant (2005), this procedure is critical and can help prevent headaches in the future.

Several stages were taken during the data screening phase of the paper:

Step 1: Check for mistakes. The first stage involves looking for out-of-range scores for each variable.

(That is, not within the allowed range of scores).

Step 2: Check the data file for errors. Second, locate the specific case in the data file where the error occurred.

Step 3: Fix the data file's error. Finally, the error in the data file must be resolved.

With SPSS 27, the screened data was examined and assessed. To doing descriptive and inferential analysis, several methodologies were employed. The attitudes, knowledge, and opinions of the survey sample respondents were investigated through the application of descriptive statistical

techniques including frequency and percentage. To evaluate item dependability, an inferential Cronbach's Alpha test was employed.

#### Descriptive Statistics

The demographic profile of the respondents was examined using descriptive statistics, such as mean and frequency (Marczyk, 2005). They were given in the form of tables in Chapter 4, which came after their summary.

#### Inferential statistics

Five-point Likert scale questions are included in the questionnaire's second section for each of the five characteristics thought to be indicators of turnover intention. We examined the link between independent and dependent variables using regression analysis and correlation.

#### Regression Analysis

Regression analysis is used to determine how explanatory variables affect dependent variables. The statistical software for social sciences (SPSS 27) is used to analyze the information that respondents have submitted.

A tool for data analysis, SPSS organizes and assesses collected information. The variables under investigation were summarized and respondent profiles were illustrated using descriptive statistics. Following the collection of surveys from respondents, SPSS and MS-Excel were used to evaluate the data. Relationships between dependent and independent variables can be found using regression analysis and correlation.

### 3.8 Reliability and Validity

It is essential that the measurement instruments used to collect data have validity and reliability. Validity is the extent to which a measurement faithfully reflects characteristics of the phenomenon being studied.

Just as important as determining a measure's validity is finding out how reliable it is. A measurement is said to be reliable if it yields consistent results when applied. According to Ruane (2005), reliable measurements are ones that produce constant, unvarying results. The term "reliability" describes how trustworthy the data is as well as the source. Reliability is

defined as being genuine, authentic, credible, trustworthy, and consistent. The most crucial indicator of dependable behavior is consistency. Research initiatives must employ high-quality reliability tests to evaluate the dependability of their data (Dennick & Tavakol, 2011). Respondent-based pilot research and a Cronbach-Alpha reliability test evaluated the instrument's internal consistency.

### 3.8.1 Pilot test

Prior to a larger trial, a small-scale study was carried out to evaluate and improve methodologies. Prior to conducting a thorough survey, pilot testing enables the early detection of flaws. The purpose of pilot testing is to evaluate each question's validity. Whether the data being monitored is being recorded is the main issue. A little over 10 percent of the population samples were used in the test. 40 people answered the questions we posed. The survey's questions were created using references and literature reviews to guarantee validity.

The most popular tool for dependability testing is Cronbach's alpha, although there are other options as well. In research, Cronbach's alpha is frequently computed when multiple items are used to evaluate a construct or notion. Information with alpha values between 0.70 and 0.95 is regarded as reliable. Reduced item interrelationships, a low question count, and a variety of constructions can all result in a lower alpha value. Cronbach's alpha is used in this study to assess the trustworthiness of the data.

*Table 3.1 Pilot study reliability test result Source: survey 2024*

Construct	Number of items	Cronbach's Alpa
Cognitive flexibility	5	0.746
Organizational justice	5	0.812
Work-family conflict	5	0.890
Job characteristics	5	0.716
Burnout	5	0.822
Turnover intention	5	0.775

The Cronbach's Alpha coefficients for the study's independent and dependent variables are shown in Table 3.1. Six distinct factors were used in this investigation. The dependability statistics with values of 0.746, 0.812, 0.890, 0.716, 0.822, and 0.775 for cognitive flexibility, organizational justice, work-family conflict, job characteristics, burnout, and turnover intention are shown in the table. The Cronbach's alpha values of all six variables are more than 0.7. Scales are dependable and accurate in assessing important variables.

### 3.9 Ethical Consideration

One important thing to think about is research ethics. The moral and ethical conduct of research is referred to as ethics. Both the authoring of the report and the conduct of the survey adhere to ethics and standards. There is sufficient material on the questionnaire cover page to enlighten responders about the study.

Respondents were informed in advance of the goal of the study, asked voluntarily to provide information, and assured that the information would remain confidential. Moreover, the purpose of the study was mentioned at the outset of the questionnaire. Moreover, there were no false or deceptive comments in the surveys.

Additionally, the researcher guarantees that no plagiarism has occurred and that all references and citations have been used correctly. The sources for the thoughts and ideas discussed in this study have been clearly cited out of respect for the original writers of such ideas.

## Chapter Four

### Data Analysis and Results

#### 4 Introduction

The results of the questionnaire survey are included in this chapter along with an analysis and interpretation of the information gathered for the research. The results of the data analysis given in this chapter should fulfill the main objective of the research project. To determine the significance of the link they describe, the hypothesis would be put to the test. The approach will guide the data analysis to achieve the study's goals.

##### 4.1 Demographic Information of the Respondents

The following table displays the respondents' demographic profile along with the related frequency of occurrence and percentage.

*Table 4.1:* Respondent's Gender, Age, Marital Status, Educational Background, and Tenure.

	Characteristics	Frequency	Percent
Gender	Male	155	51.3
	Female	147	48.7
Total		302	100
Age	18-30 years	184	60.9
	31-40 years	93	30.8
	41-50 years	25	8.3
Total		302	100
Marital Status	Single	185	61.3
	Married	112	37.1
	Divorced	5	1.7
Total		302	100
Educational Background	Diploma	16	5.3
	First Degree	180	59.6
	Masters	106	35.1
Total		302	100
Tenure	Less than 1 year	36	11.9
	1-5 years	216	71.5
	6-10 years	50	16.6
Total		302	100

The research participants' demographics are displayed in Table 4.1. Men made up 51.3% of the participants, while women made up 48.7%. There was a 60.9% age distribution among the respondents, followed by 30.8% for those aged 31–40 and 8.3% for those aged 41–50. This indicates that men in the 18–30 age range made up most responders.

In terms of marital status, 61.3% of respondents were single, compared to 37.1% who were married and 1.7% who were divorced. The respondents' employment at the Bank of Ethiopia suggests that most of them are unmarried.

In terms of educational qualifications, the study indicates that 5.3% of participants hold a diploma, 59.6% possess a first degree, and 35.1% have finished their master's degree. The survey result shows that out of the total respondents who work at the Bank of Abyssinia most of them are first degree holders and a little fewer of them are with masters.

According to the information gathered from the responders, their years of service are displayed as follows: Eleven percent of the respondents work for Bank of Abyssinia for less than a year, seventy-one percent work there for one to five years, and sixteen percent work there for six to ten years. This indicates that most responders have a background of one to five years in the company.

## 4.2 Reliability Test

Reliability is a measure of a construct's consistency and dependability, according to Bhattacharjee (2012). Put differently, if we measure the same construct multiple times using this scale, would the outcome be the same each time as long as the underlying phenomenon doesn't change? Internal coherence the consistency of items within a concept is measured by reliability. A multiple item measuring scale was employed in the investigation. Using SPSS, the reliability test for the study's instrument was carried out, and the findings show that the items are dependable. When all characteristics have a Cronbach alpha value of 0.7, they are considered internally consistent.

Table 4.2: Source SPSS output 2024 Reliability test result

Construct	Number of items	Cronbach's Alpa
Cognitive flexibility	5	0.746
Organizational justice	5	0.812
Work-family conflict	5	0.890
Job characteristics	5	0.716
Burnout	5	0.822
Turnover intention	5	0.775

### 4.3 Descriptive Analysis

Descriptive statistics like mean and standard deviation are used to show how the independent variables affect turnover intention. The sample group's average level of agreement or disagreement with each proposition is indicated by the mean. A higher mean indicates that more respondents agree with the statement, and a lower mean indicates that more respondents disagree. The mean value of each dimension is the average of all employees' responses. The standard deviation, according to SPSS (version 27), gauges how variable employee responses are to a certain idea. According to Hair et al. (2004), a low standard deviation indicates similar opinions across clients, while a high standard deviation indicates a wide range of viewpoints.

Table 4.3 Descriptive statistics analysis: source survey results, SPSS 2024

<b>Descriptive Statistics</b>			
	N	Mean	Std. Deviation
Cognitive flexibility	302	4.4983	.37438
Organizational justice	302	4.5011	.33778
Work family Conflict	302	4.5997	.39871
Job characteristics	302	4.1904	.46471
Burnout	302	4.2788	.41059
Turnover intention	302	4.3609	.37381
Valid N (listwise)	302		

The mean score for the cognitive flexibility questions was 3.00 to 5.00, with a standard deviation of 0.374, indicating that the respondents' average reaction ranged from strongly agree to neutral. Most respondents gave answers that were between strongly agree and agree, with a mean score of 4.49.

According to the standard deviation of 0.337 and mean score ranging from 3.60 to 5.00 for a specific topic, responses to the questions about organizational justice varied from strongly disagree too neutral. With a mean score of 4.50, almost all participants expressed strong agreement.

The additional questions about work-family conflict produced a mean score of 4.59, with a standard deviation of 0.398 and a range of 2.20–5.00, indicating that respondents' responses lay between strongly agreeing and disagreeing. Most responses indicated that they agreed or strongly agreed.

The additional job characteristics-related questions yielded the above score, which ranged between disagree and strongly agree, with a range of 2.40–5.00 and a standard deviation of 0.464. According to the mean value of 4.19, the respondent's response is almost in agreement.

With a range of 1.60–5.00 and a standard deviation of 0.410, the findings demonstrated that the respondents' opinions were in the strongly agree to disagree area. Most of the responses are close, as indicated by the mean score of 4.27 indicates that most of the Responses are close to agree.

The respondents' responses, with a standard deviation of 0.373, varied from strongly disagree to disagree when asked about turnover intention. It is determined that the majority of the replies in this category align with the average of 4.36.

## 4.4 Inferential Analysis

Inferential analysis was used for hypothesis testing that includes correlation and regression.

### 4.4.1 Correlation Analysis

The strength of the association between two variables is determined by correlation coefficients. When two variables are correlated, it means that when one changes, the other usually follows suit in the same direction. Understanding this relationship is helpful because it allows us to forecast the other variable's value based on the first variable's value (Jim Frost, 2018). Correlation coefficients quantify the degree and direction of a tendency to vary in tandem.

Pearson's correlation coefficient is represented by the Greek letters rho ( $\rho$ ) for the population parameter and  $r$  for the sample statistic, respectively. The linear link between two continuous variables in terms of intensity and direction is represented by a single number called the correlation coefficient. The possible values are -1 and +1. A linear relationship is not indicated by zero coefficients. Jim Frost (2018) asserts that there is no relationship between the growth of any one variable and the others.

Positive coefficients show that when one variable rises, the other does also. When one variable's value rises while the other falls, this is shown by negative coefficients.

The Pearson correlation coefficient ( $r$ ) can be used to determine whether two variables have a linear connection. A statistical metric that illustrates the relationship between two numerical variables is the correlation coefficient. The correlation value of Alwadaei (2010) was utilized in this investigation to evaluate the significance of the findings presented in Table 4.6.1. The objective and conceptual framework of this study are to test the relationships between job characteristics and turnover intention, burnout and turnover intention, work family conflict and turnover intention, organizational justice and turnover intention, and cognitive flexibility and turnover intention. The correlation coefficient scale, which ranges from a very strong relationship to an insignificant

link with a value of coefficient of 0.01 to 0.9, respectively, is shown in the table below (Alwadaei, s.a. 2010).

*Table 4.4: correlation value of coefficient: Source: Alwadaei (2010)*

Value of the coefficients	Relationship between the variables
0.70-0.90	Very strong relationship
0.50-0.69	Strong relationship
0.30-0.49	Moderate relationship
0.10-0.29	Low relationship
0.01-0.09	Negligible relationship

Table 4.5: survey output 2024

		Correlations					
		Cognitive flexibility	Organizational justice	Work family Conflict	Job characteristics	Burnout	Turnover intention
Cognitive flexibility	Pearson Correlation	1					
Organizational justice	Pearson Correlation	.572	1				
	Sig. (2-tailed)	.000					
Work family Conflict	Pearson Correlation	.339	.587	1			
	Sig. (2-tailed)	.000	.000				
Job characteristics	Pearson Correlation	.035	.151	.118	1		
	Sig. (2-tailed)	.546	.009	.041			
Burnout	Pearson Correlation	.125	.127	.319	.459	1	
	Sig. (2-tailed)	.030	.027	.000	.000		
Turnover intention	Pearson Correlation	.290	.164	.449	.147	.622	1
	Sig. (2-tailed)	.000	.004	.000	.011	.000	

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

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

Correlation analysis between Turnover Intention and Cognitive Flexibility: To ascertain whether turnover intention and cognitive flexibility are related, a Pearson correlation test was employed. The table's correlation analysis indicates a strong, positive association between turnover and cognitive flexibility ( $r = 0.290$ , range: 0.10-0.29). There is little correlation ( $r=0.290$ ) between turnover intention and cognitive flexibility. This result is in line with earlier studies that show cognitive flexibility can affect turnover intentions. According to research by Martin and Rubin (1995), those who possess greater cognitive flexibility are more adept at adjusting to shifting work environments, which may reduce their intention to quit. Our results, however, show only a weak association that may be explained by variations in individual circumstances or organizational settings.

Organizational justice and turnover intention correlation analysis: The possibility of a relationship between organizational justice and turnover intention was assessed using a Pearson correlation

test. Organizational fairness and turnover intention were found to be related by correlation research using the table data provided ( $r = 0.164$ , range 0.10-0.29). There is little correlation between turnover intention and organizational justice ( $r = 0.164$ ). There has been a lot of research done on the connection between organizational fairness and turnover intention. Turnover intentions are significantly reduced when employees believe that organizational processes are fair, according to Colquitt et al. (2001). Our findings, which indicate a weak but substantial correlation, lend credence to the idea that organizational justice is a crucial factor, but that, to completely impact turnover intentions, it may interact with other factors like work satisfaction and organizational commitment.

**Work Family Conflict and Turnover Intention Correlation Analysis:** To ascertain whether work family conflict and turnover intention are related, a Pearson correlation test was performed. Work-family conflict and turnover intention were shown to be related by correlation analysis of the table data ( $r = 0.449$ , range 0.30-0.49). There is a weak correlation between work-family conflict and the intention to leave ( $r=0.449$ ). This confirms the findings of Allen et al. (2000), who discovered a strong link between turnover intentions and work-family conflict. The study reveals a moderate correlation between work-family conflict and individuals' decision to resign from their professions. This underscores the significance of organizational policies that promote work-life balance.

Job characteristics and turnover intention were correlated using a Pearson correlation test to determine whether the two variables were associated. According to a correlation study on the table, there is a strong relationship between turnover and cognitive flexibility ( $r = 0.147$ , 0.10-0.29). Work attributes and intention to leave are not strongly correlated ( $r=0.147$ ). The results align with the Job Characteristics Model developed by Hackman and Oldham (1976), which postulates that job attributes like task variety, independence, and feedback could impact job satisfaction and intentions to leave the company. The weak relationship, however, suggests that while work qualities are significant, turnover intentions may also be significantly influenced by other factors.

**Correlation Analysis of Burnout and Turnover Intention:** To determine whether burnout and turnover intention were related, a Pearson correlation test was used. A correlation analysis using the table data showed that turnover intention and burnout were related ( $r = 0.622$ , range 0.50-0.69). Turnover intention and burnout are highly correlated ( $r=0.622$ ). The results of Maslach et al. (2001), which established burnout as a critical predictor of turnover intentions, are supported by

the strong correlation between burnout and turnover intention. This highlights how crucial it is to have programs that reduce fatigue to reduce turnover rates.

Different organizational and psychological traits have varying degrees of correlation with turnover intentions, according to correlation analysis. Organizational justice and cognitive flexibility were less correlated with the intention to leave than work-family conflict and tiredness. While these results are in line with earlier studies, they also draw attention to the complexity of turnover intentions and the need for organizational policies to take a multifaceted approach in order to effectively handle these issues.

#### 4.4.2 Diagnostic Tests of Linear Regression Model

Tests to check assumptions are essential for understanding the causal relationship between the dependent and independent variables, as well as determining the strength and weakness of their association. This study comprised several key assumption tests. These tests included the Linearity, Normality, Multicollinearity assumption, Homoscedasticity, and Autocorrelation tests. The purpose of these tests was to see if the assumptions were met and whether the results were satisfactory.

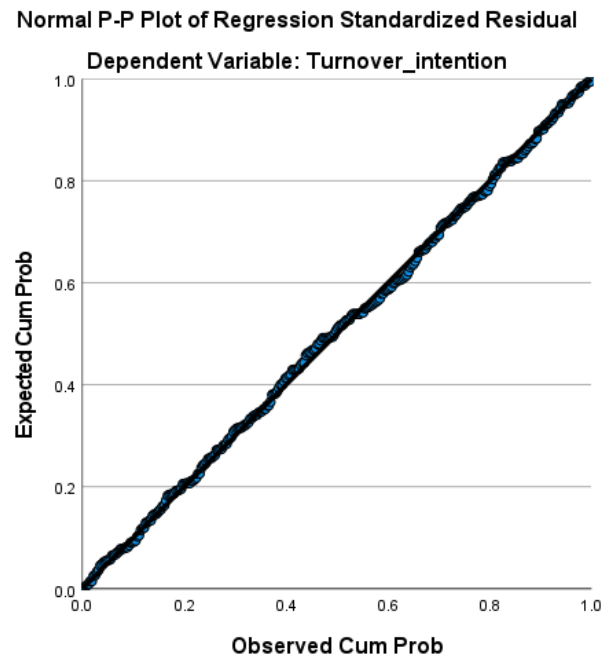
##### Linearity

Linearity describes the degree to which changes in the dependent variable are associated with changes in the independent variables. To determine the linearity of the association between the dependent variable, turnover intention, and the independent variables, cognitive flexibility, organizational justice, work-family conflict, job characteristics, and burnout, regression residual plots were generated using SPSS V27 software.

The normal P-P plot was used to determine if the data followed a normal distribution by comparing the alignment of the data points to a reference line. Upon inspection, the data points closely match the reference line, with minimal fluctuation. Based on this, we can assume that the data is normally distributed.

Fig 4.1: Normal P-P plot of regression of standardized residuals

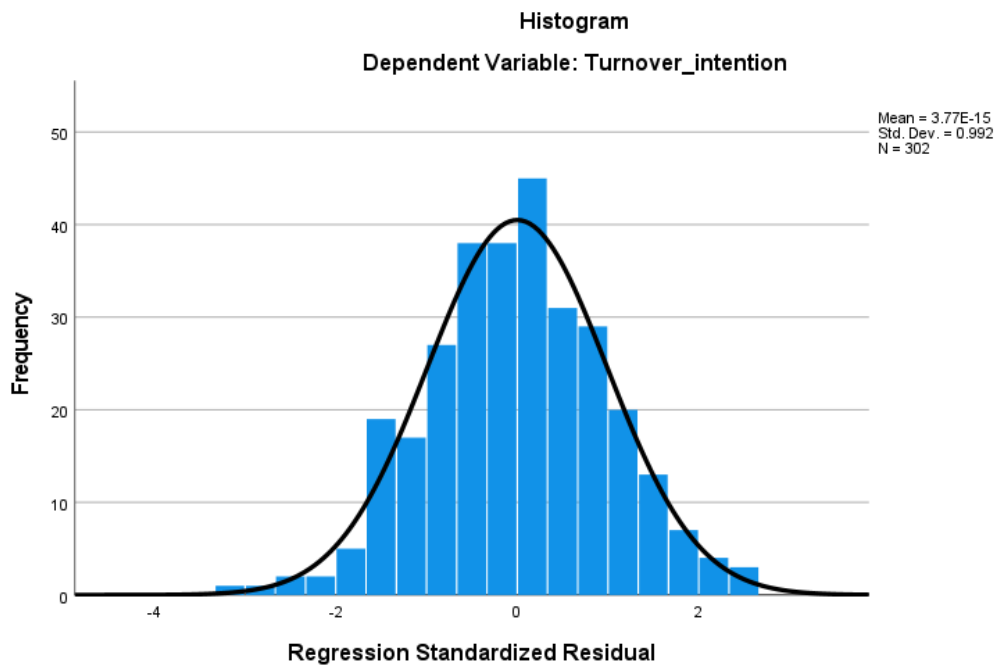
Source: SPSS output 2024



## Normality

Normality tests assess whether the residuals or error terms have a normal distribution. Before doing hypothesis testing, researchers must confirm that normalcy exists. The histogram below demonstrates that the standardized residuals are symmetric about the central value of zero. The histogram shows a characteristic bell-shaped curve, with most of the bars centered in the center.

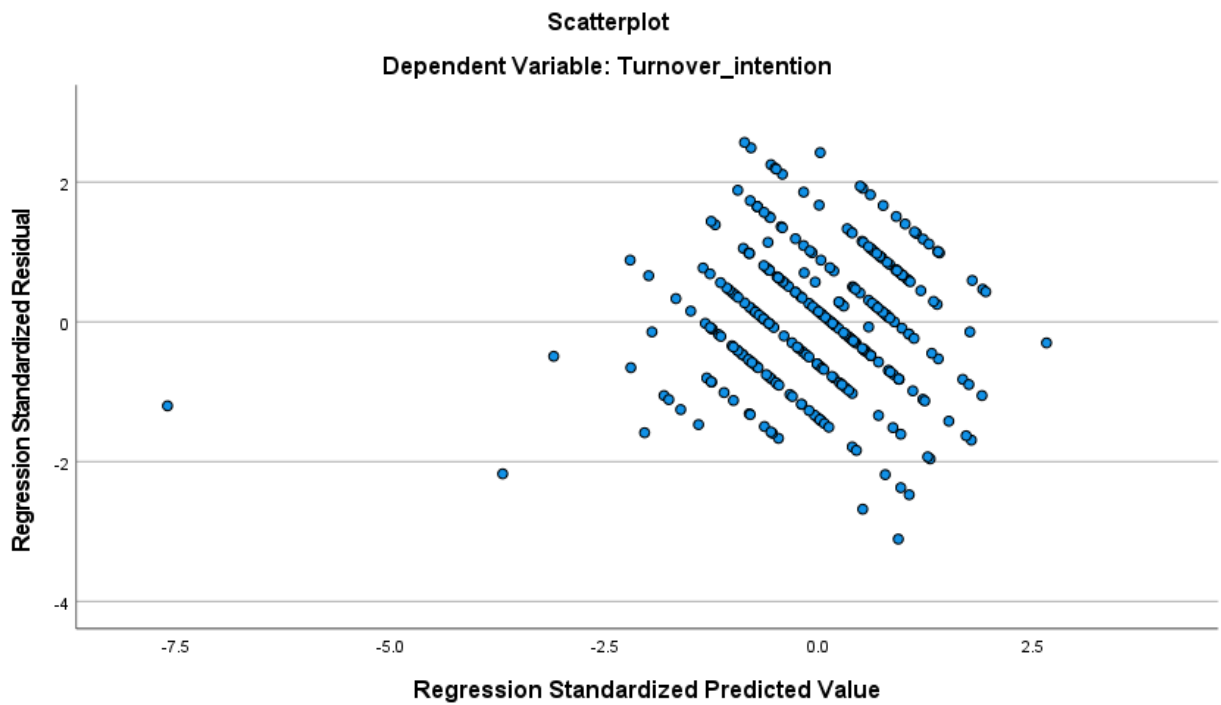
fig 4.2: Histogram of regression of standardized residuals, Source SPSS output 2024



### Test of Homoscedasticity

The assumption of homoscedasticity relates to the same variance of errors or residuals across all levels of independent variables. It refers to the distribution of residual terms or the coherence of error terms with the expected data. Visually, homoscedasticity can be assessed by examining a scatterplot of the standardized residuals vs the standardized predicted values from the regression analysis. Homoscedasticity breaches can have a negative impact on the analysis (Osborne, 2003). The scatterplot below illustrates that the "thimbles" variable violates homoscedasticity to some extent, as shown by the research findings.

Fig 4.3: Scatter plot of regression for standardized predicted value against the residual  
Source: SPSS output 2024



### Multi collinearity

Before performing a regression analysis, it is critical to check for multi-collinearity, which happens when numerous independent variables have a strong association. The study's variance inflation factor (VIF) assessment reveals that the correlation between independent variables has a considerable impact on regression estimation accuracy. The maximum value of the VIF should be 10. Hair et al. (2004) discovered that VIF values less than 10 and tolerance values more than 0.1 imply multicollinearity in the model. Values greater than 10 indicate the lack of multicollinearity.

Table 4.6: Multi-Collinearity Statistics Source: own Survey, 2024

<b>Collinearity Statistics</b>		
Model	Tolerance	VIF
1 Cognitive flexibility	.663	1.509
Organizational justice	.477	2.097
Work family Conflict	.586	1.706
Job characteristics	.761	1.313
Burnout	.696	1.436

Dependent Variable: Turnover intention

The multi-collinearity data indicate a tolerance larger than 0.1 and a VIF less than 10. This shows that the model does not have any multicollinearity concerns.

#### Autocorrelation test

Linear regression analysis requires little or no autocorrelation in the data, implying that the residuals must be independent of each other. Autocorrelation can be quantified using a scatter plot; however, the Durbin-Watson test is commonly used to specifically test for autocorrelation in a linear regression model. The Durbin-Watson test produces a score ranging from 0 to 4, with a value of around 2 suggesting no autocorrelation. In this case, the Durbin-Watson value is around 1.996 (see table below). The Durbin-Watson value is close to 2, indicating no violation of autocorrelation. Thus, based on the results of all five tests, it is possible to infer that there are no substantial data issues indicating a serious breach of the multiple regression assumptions.

Table 4.7: Autocorrelation test

Source: SPSS output 2024

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.720 <sup>a</sup>	.519	.511	.26143	1.996

a. Predictors: (Constant), Burnout, Cognitive flexibility, Work family Conflict, Job characteristics, Organizational justice

b. Dependent Variable: Turnover intention

## 4.5 Regression Analysis

Regression analysis is a collection of statistical methods that connect independent and dependent variables. It offers numerous methods for evaluating and modeling a large variety of elements. Correlation analysis can only determine whether two variables have a strong relationship or not. Even when a correlation coefficient suggests a strong relationship between two variables, the exact nature of the relationship is unknown. Regression analysis reveals the extent of the link in this case. It is used to anticipate and describe the characteristics of a connection.

This section indicates the independent variables that contribute to the dependent variable's variability, as well as their level of explanation and relevance in comparison to other factors.

Linear regression analysis was used to examine the association between the independent variables (cognitive flexibility, organizational justice, work-family conflict, job characteristics, and exhaustion) and the dependent variable (turnover intention). Linear regression is a popular method because it is simple, easy to comprehend, scientifically acceptable, and accessible.

### 4.5.1 Multiple Regression model

Multiple linear regression is used to determine the strength of a link between independent variables and a single dependent variable. This study has five independent factors and one dependent variable.

The model for multiple regression:

$$y = \alpha + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5 + \varepsilon$$

Where,

Y = Turnover Intention

X1 = Cognitive Flexibility

X2 = Organizational Justice

X3 = Work family Conflict

X4 = Job Characteristics

X5 = Burnout

$\alpha$  = Constant

$\varepsilon$  = Error term

Table 4.8: model summary

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.720 <sup>a</sup>	.519	.511	.26143

a. Predictors: (Constant), Burnout, Cognitive flexibility, Work family Conflict, Job characteristics, Organizational justice

b. Dependent Variable: Turnover intention

The table above shows the model summary for the coefficient of determination (R<sup>2</sup>) and correlation coefficient (R) between the dependent and independent variables. There is a 0.720 correlation coefficient between the dependent and independent variables. This number denotes a positive correlation between the dependent and independent variables. The coefficient of determination is a synonym for (R<sup>2</sup>). It is a statistical measure of how well the data fits the regression line. A linear regression model is defined by the proportion of response variable variation it explains. R-square is a constant that ranges between 0% and 100%; the bigger the proportion, the better the model matches the data.

The table shows the multiple regression analysis results for the previously developed study hypothesis. The R square value is 0.519, which means that the independent variable explains 51.9% of the variation in the dependent variable.

*Table 4.9: Anova*

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	21.828	5	4.366	63.873	.000 <sup>b</sup>
Residual	20.231	296	.068		
Total	42.059	302			

a. Dependent Variable: Turnover intention

b. Predictors: (Constant), Burnout, Cognitive flexibility, Work family Conflict, Job characteristics, Organizational justice

The table reveals that the model is statistically significant at F=63.873, p=0.000, which is less than the 0.05 significance level. When the regression equation explains a large amount of the variation in the dependent variable, the model is useful, and vice versa. The ANOVA table shows a significant model (F = 63.873, p = 0.000), with a value less than the 0.05 level of significance. The dependent and independent variables show a significant linear relationship.

Table 4.10: Multiple regression model

		Coefficients <sup>a</sup>				
		Unstandardized		Standardized		
		Coefficients		Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	1.170	.262		4.469	.000
	Cognitive flexibility	.234	.049	.235	4.736	.000
	Organizational justice	-.239	.065	-.216	-3.699	.000
	Work family Conflict	.307	.049	.327	6.220	.000
	Job characteristics	-.106	.037	-.132	-2.857	.005
	Burnout	.525	.044	.576	11.931	.000

a. Dependent Variable: Turnover intention

$$TI = \beta (CF) + \beta (OJ) + \beta (WFC) + \beta (JC) + \beta (B)$$

$$TI = 1.170 + 0.235(CF) + (-0.216) (OJ) + 0.327 (WFC) + (-0.132) (JC) + 0.576(B)$$

Where TI: Turnover Intention

CF: Cognitive Flexibility

OJ: Organizational Justice

WFC: Work Family Conflict

JC: Job Characteristics

B: Burnout

## 4.6 Hypothesis Testing and Summary

Hypothesis 1: Cognitive Flexibility and Turnover Intention

Hypothesis:

- Null Hypothesis ( $H_0$ ): There is no significant relationship between cognitive flexibility and turnover intention.
- Alternative Hypothesis ( $H_1$ ): There is a significant relationship between cognitive flexibility and turnover intention.
- P-value: 0.000
- $\beta$  value: 0.235

Since the p-value is less than 0.05, we reject the null hypothesis ( $H_0$ ) and accept the alternative hypothesis ( $H_1$ ). Therefore, there is a significant relationship between cognitive flexibility and turnover intention. Cognitive flexibility ranks third in terms of impact on turnover intention.

Hypothesis 2: Organizational Justice and Turnover Intention

Hypothesis:

- Null Hypothesis ( $H_0$ ): There is no significant relationship between organizational justice and turnover intention.
- Alternative Hypothesis ( $H_1$ ): There is a significant relationship between organizational justice and turnover intention.
- P-value: 0.000
- $\beta$  value: -0.216

Since the p-value is less than 0.05, we reject the null hypothesis ( $H_0$ ) and accept the alternative hypothesis ( $H_1$ ). Therefore, there is a significant relationship between organizational justice and turnover intention. Organizational justice ranks fourth in terms of impact on turnover intention.

Hypothesis 3: Work-Family Conflict and Turnover Intention

Hypothesis:

- Null Hypothesis ( $H_0$ ): There is no significant relationship between work-family conflict and turnover intention.

- Alternative Hypothesis ( $H_1$ ): There is a significant relationship between work-family conflict and turnover intention.
- P-value: 0.000
- $\beta$  value: 0.327

Since the p-value is less than 0.05, we reject the null hypothesis ( $H_0$ ) and accept the alternative hypothesis ( $H_1$ ). Therefore, there is a significant relationship between work-family conflict and turnover intention. Work-family conflict ranks second in terms of impact on turnover intention.

#### Hypothesis 4: Job Characteristics and Turnover Intention

Hypothesis:

- Null Hypothesis ( $H_0$ ): There is no significant relationship between job characteristics and turnover intention.
- Alternative Hypothesis ( $H_1$ ): There is a significant relationship between job characteristics and turnover intention.
- P-value: 0.005
- $\beta$  value: -0.132

The p-value is less than 0.05, so we reject the null hypothesis ( $H_0$ ) and accept the alternative hypothesis ( $H_1$ ). Therefore, there is a considerable association between work qualities and turnover intention. Job qualities rank fifth in terms of influence on turnover intention.

#### Hypothesis 5: Burnout and Turnover Intention

Hypothesis:

- Null Hypothesis ( $H_0$ ): There is no significant relationship between burnout and turnover intention.
- Alternative Hypothesis ( $H_1$ ): There is a significant relationship between burnout and turnover intention.
- P-value: 0.000

- $\beta$  value: 0.576

Since the p-value is less than 0.05, we reject the null hypothesis ( $H_0$ ) and accept the alternative hypothesis ( $H_1$ ). Therefore, there is a significant relationship between burnout and turnover intention. Burnout ranks first in terms of impact on turnover intention.

The following summary is based on the results of hypothesis testing:

*Table: 4.11: Hypothesis testing summary table*

<b>Hypothesis</b>	<b>P-value</b>	<b><math>\beta</math> value</b>	<b>Result</b>	<b>Impact Ranking</b>
Cognitive flexibility and turnover intention	0.000	0.235	Accept	Third
Organizational justice and turnover intention	0.000	-0.216	Accept	Fourth
Work-family conflict and turnover intention	0.000	0.327	Accept	Second
Job characteristics and turnover intention	0.005	-0.132	Accept	Fifth
Burnout and turnover intention	0.000	0.576	Accept	First

These findings show that each of the predictor variables (cognitive flexibility, organizational justice, work-family conflict, job characteristics, and exhaustion) has a substantial impact on turnover intentions. Burnout has the greatest influence on turnover intention, followed by work-family conflict, cognitive flexibility, organizational fairness, and job attributes.

## 4.7 Result and Discussion

In this study survey, 302 respondents participated, with 155 males and 147 females accounting for 51.3% and 48.7% of the total sample, respectively. The age range of 18-30 accounted for 60.9% of the total sample, with 184 responses; 31-40 accounted for 30.8%, with 93 responses; and 41-50

accounted for just 25 responses, or 8.3%. Of the 302 responses, 185 were single, 112 married, and 5 divorced, representing 61.3%, 37.1%, and 1.7%, respectively. The educational backgrounds of the respondents were 5.3% diploma, 59.6% bachelor's degree, and 35.1% master's degree, with 16, 180 and 106 responses, respectively, from a total of 302. The respondents' time with the bank was recorded as follows: 36 respondents had tenure of less than one year, accounting for 11.9% of the total response; 216 respondents had a tenure of one to five years, accounting for the majority of 71.5% of the total response; and 50 respondents had a tenure of six to ten years, accounting for 16.6%.

Examining the coefficient value and significant value (p value), we find that the p value is less than the 0.05 level of significance. Furthermore, the slope is positive for three of the independent variables: cognitive flexibility, work-family conflict, and burnout; however, two have a negative beta value: organizational justice and job characteristics, with a p-value less than 0.05. This indicates that the independent variables have a significant influence on the dependent variable. The p-value for each independent variable (cognitive flexibility, organizational justice, work-family conflict, job characteristics, and burnout) is less than 0.05, indicating that these variables have a significant impact. According to the study, burnout is the most important component, followed by work-family conflict, cognitive flexibility, organizational justice, and job characteristics, all with beta values of 0.576, 0.327, 0.235, -0.216 and -0.132 respectively.

The average Likert scale for turnover intention is 1.170 when all independent factors are zero. At the 5% level of significance, the likelihood of turnover intention having a 0 Likert scale rating when all independent factors are zero is rejected.

Cognitive flexibility (0.235): A one-point increase in cognitive flexibility leads to an average rise of 0.446 points in turnover intention, providing all other variables remain constant. The link between cognitive flexibility and turnover intention is statistically significant at the 5% level (p-value = 0.000). The hypothesis that cognitive flexibility has a major impact on turnover intentions is supported. This finding is consistent with the person-job fit idea. According to this notion, people are more likely to stick with jobs that match their talents, abilities, and interests. Cognitive flexibility allows people to quickly adapt to new situations and learn new skills. This might cause people to become bored or unchallenged in their current employment, heightening their need to seek out different opportunities that make better use of their Cognitive ability and job crafting

theory claims that people actively tailor their work experiences to better match their needs and preferences. Individuals with high cognitive flexibility are more likely to proactively modify their job objectives and responsibilities to make their work more interesting and fulfilling. If they are unable to make these changes in their current position, they may seek new employment opportunities that offer greater autonomy and control over their work.

Organizational justice (-0.216): On average, increased organizational justice results in a 0.216 Likert scale decrease in turnover intention. The other factors stay constant. At the 5% significance level, a p-value of 0.000 indicates that the association between organizational justice and turnover intention is statistically significant. This conclusion is consistent with Cropanzano et al.'s 2007 research, which found that positive outcomes when employees perceive fairness in an organizational context include increased trust and commitment, higher job performance and customer satisfaction, reduced conflict, and reduced turnover intention. Colquitt et al. (2001) investigated a wide sample of employees from several organizations and discovered that judgments of distributive justice, procedural justice, and interactional justice were all negatively related to turnover intention. Similarly, Cohen and Charash and Spector's (2001) meta-analysis supported the negative association between organizational justice and turnover intention, underlining the importance of fair treatment in reducing employee intentions to leave. H2: There is a considerable association between organizational fairness and turnover intention, as supported.

Work family conflict (0.327): As work-family conflict increases by one on average, turnover intention increases by an average of 0.327 Likert scale points. This presupposes that all other variables remain constant. The association between work family conflict and turnover intention is statistically significant at the 5% level (p-value = 0.000). H3: There is a substantial association between work-family conflict and turnover intention is confirmed by the findings of Byron (2005), who conducted a meta-analysis and discovered that work-family conflict was positively connected to turnover intention. Lu et al. (2013) studied a group of Chinese employees and discovered that work-family conflict predicted higher turnover intentions. They claimed that work-family conflict produces stress and dissatisfaction, which may lead employees to consider leaving the company. Likewise, Kossek, Colquitt, and Noe (2001) investigated the relationship between work-family conflict and turnover intentions in a sample of employees from diverse industries. The findings

demonstrated a strong link between work-family conflict and turnover intentions, with higher levels of conflict resulting in higher turnover intentions.

Job characteristics (-0.132): Keeping all other variables fixed, increasing job characteristics by one reduces turnover intention by an average of 0.132. The link between work characteristics and turnover intention is statistically significant at the 5% level (p-value = 0.005). H4: There is a significant relationship between job characteristics and turnover intention is supported by the findings of Demerouti et al. (2001), who studied employees in a variety of occupations and discovered that employment attributes such as autonomy, skill variety, and task relevance were negatively associated with turnover intention. They claimed that favorable employment qualities provide employees with a sense of purpose, autonomy, and growth, reducing their desire to leave. And Karatepe's (2013) study of hotel employees showed that job characteristics such as task diversity and autonomy were inversely connected to turnover intention.

Burnout (0.576): As burnout increases by one, turnover intention rises by an average of 0.576 Likert scales, providing all other variables remain unchanged. At the 5% significance level, there is a statistically significant relationship between burnout and turnover intention (p = 0.000). H5: There is a substantial association between burnout and turnover intention, as indicated by the findings of Ahola et al. (2014), who studied a large sample of Finnish employees and discovered that burnout predicted increased turnover intentions. They claimed that burnout, which is characterized by exhaustion and cynicism, leads people to consider leaving the organization as a means of escape. According to Lee and Ashforth's (1996) meta-analysis, there is a clear positive association between burnout and turnover intention across various occupational categories.

## Chapter five

### Summary, Conclusion and Recommendation

#### 5. Introduction

This chapter covers the study's summary, conclusions, and recommendations. This synopsis summarizes the study's key findings and offers a succinct overview of the full analysis. Furthermore, recommendations based on the study's findings on turnover intention and human resource retention are offered in a separate section, as are the chapter's key conclusions. This chapter is divided into four sections: argumentation, overall study findings, data-driven suggestions, and options for future research.

#### 5.1 Summary

The purpose of this thesis is to look at the factors that influence employee turnover intentions in the banking industry, particularly the relationship between cognitive flexibility, organizational justice, work-family conflict, job characteristics, burnout, and turnover intention. The study is significant because it contributes to the current body of information about organizational psychology and employee retention.

The study is theoretically based on well-known frameworks such the Turnover Intention Model (Mobley, 1977), Job Characteristics Theory (Hackman & Oldham, 1980), and Job Demands-Resources Model (Demerouti et al., 2001). The literature review gives a full description of the key constructs and their relationships, drawing on previous study findings. Methodologically, the study takes a quantitative research method, with data collected through surveys distributed to Bank of Abyssinia workers in Ethiopia. Using established scales to assess variables guarantees that the instruments are reliable and valid (Colquitt, 2001; Gratz and Roemer, 2004; Maslach and Jackson, 1981). The sample size determination and data analysis processes, such as reliability tests, normality checks, correlation analyses, and multiple regression, are properly supported and aligned with the study's objectives.

The study's conclusions are expected to be useful for scholars and practitioners alike. From a theoretical standpoint, the study aims to contribute to a better understanding of the underlying mechanisms that drive employee turnover intention by investigating the relationships between the

highlighted components. The study employed empirical evidence to confirm or refute the supposed relationships, so strengthening the field's empirical foundation.

The study's findings can help practitioners establish evidence-based strategies for increasing worker retention in the banking sector. Identifying the primary causes of turnover intention allows businesses to adopt targeted treatments addressing issues such as cognitive flexibility, organizational justice, work-family balance, job design, and burnout prevention. This can result in enhanced employee well-being, increased productivity, and a more stable workforce so, improving overall organizational performance.

The paper opens by underlining the importance of employee turnover intentions as a major issue for businesses. Excessive intention to leave can result in increased stress, decreased loyalty, and higher recruiting and training costs for new employees. The study underlines the need to understand the elements that influence turnover intentions to increase organizational effectiveness. The study's background provides an overview of turnover intentions and their consequences for individuals and organizations. It investigates the difficulties of voluntary turnover, taking psychological, social, and economic considerations. Many turnover intention models and theories are discussed, with all emphasizing the relevance of intentions as a direct predictor of behavior.

The document summarizes the study's objectives, limits, scope, and research difficulties. Furthermore, it emphasizes the significance of the research from the standpoints of the scientists, the institution (Bank of Abyssinia), and the body of literature.

The literature review section examines both theoretical and empirical research on burnout, job characteristics, organizational justice, work-family conflict, cognitive flexibility, and turnover intention. The conceptual framework is offered to demonstrate how these components are interrelated.

The section on research technique goes over everything from research design to methodology, data sources, sample procedure, sample size calculation, and data analysis procedures. There is also concern about ethical considerations.

The fourth chapter included a thorough assessment of survey data received from respondents, concentrating on the various factors that influence employee turnover intentions. Demographics:

The study included 302 participants, the majority of whom were male (51.3%) and aged 18-30 (60.9%). Most respondents were single and had completed their first degree.

Cronbach's alpha was employed to ensure the survey instrument's reliability, with findings greater than 0.7 indicating internal consistency across a wide range of domains, including cognitive flexibility and organizational fairness.

**Descriptive Analysis:** The results showed that respondents generally agreed with assertions about cognitive flexibility, organizational justice, and work-family conflict, with mean scores near 4.5.

**Correlation Analysis:** The study showed substantial relationships between cognitive flexibility and turnover intention ( $r = 0.290$ ), as well as a strong link between burnout and turnover intention ( $r = 0.622$ ).

The regression model revealed that burnout, work-family conflict, and cognitive flexibility all have a substantial impact on turnover intention, with burnout having the most effect ( $\beta = 0.576$ ). Simply expressed, the thesis looks at how job attributes, burnout, organizational justice, work-family conflict, and cognitive flexibility affect employee turnover intentions. The study's goal is to help businesses build successful management practices and reduce turnover rates.

## 5.2 Conclusion

The goal of this study was to look at the factors that influence employees' decisions to leave Bank of Abyssinia (BOA) in Ethiopia. It specifically looked at the associations between the dependent variable of turnover intention and the independent factors of cognitive flexibility, organizational justice, work-family conflict, job characteristics, and exhaustion. The study used quantitative research techniques to collect information from 302 employees at the bank's Addis Abeba headquarters and a few other locations.

The study's findings show a robust relationship between employee turnover intentions and each independent variable. Employees with greater cognitive flexibility are more likely to plan to quit the firm, according to research showing a positive association between cognitive flexibility and turnover intention. Employee perceptions of workplace fairness appear to be inversely correlated with turnover intention, meaning that organizational justice, including distributive and procedural justice, has a negative impact on these intentions.

Work-family conflict, on the other hand, was found to be positively correlated with the desire to quit the organization, implying that when employees confront greater levels of conflict between their job and family duties, they are more likely to consider leaving. The aggregate effects of skill variety, task identity, task significance, autonomy, and feedback on work characteristics were found to have a negative impact on intention to leave, implying that occupations with these desired features may help with employee retention. Finally, there was a positive correlation found between burnout and the intention to leave the bank; this means that employees who are experiencing greater levels of emotional exhaustion, depersonalization, and a decrease in their sense of personal accomplishment are more likely to harbor these intentions.

The findings have important consequences for theory, research, and practice. From a theoretical approach, the study contributes to the current literature on employee turnover by providing empirical evidence on the role of cognitive flexibility, organizational justice, work-family conflict, job features, and fatigue in predicting turnover intention. The findings validate and build on previous research in this area, offering a fuller understanding of the complex interplay of various variables.

For scholars, the study provides a platform for additional investigation into employee turnover, particularly in the banking industry in Ethiopia and other developing nations. The conceptual framework and methodologies utilized in this study can be replicated or modified to address these challenges in a variety of organizational and cultural contexts.

In terms of practical applications, the study is valuable for bank executives and human resource specialists at BOA and other similar companies. Understanding the key determinants of turnover intention enables them to develop targeted plans and initiatives to increase employee retention. Investing in programs that promote person-job fit for cognitive flexibility, ensuring fairness in organizational practices, implementing work-life balance initiatives, designing jobs with enhanced characteristics, and addressing employee burnout are all ways to reduce voluntary turnover and strengthen an organization's human capital.

The study's shortcomings should be recognized. The cross-sectional structure of the data limits the ability to identify causal relationships; nevertheless, future longitudinal studies may provide more light on the dynamic nature of turnover intention. Furthermore, the study was conducted within the scope of the BOA, therefore the findings may not be fully applicable to other financial

organizations or sectors. Nonetheless, the outcomes of this study can serve as a solid foundation for further research and implementation in a broader organizational setting.

Finally, this study greatly improved our understanding of employee turnover intention by looking into the roles of cognitive flexibility, organizational justice, work-family conflict, job features, and exhaustion. The findings provide a comprehensive framework for businesses to address the complex job of retaining exceptional employees while maintaining a competitive advantage in a changing business environment.

### 5.3 Recommendation

According to the study's findings on the relationship between cognitive flexibility and turnover intention, banks may consider the following strategies to promote staff retention:

**Career development opportunities:** Establish clear career routes and opportunities for promotion inside the organization. Give employees challenging jobs, projects, and opportunities to take on new responsibilities. This can improve cognitive flexibility by exposing people to novel scenarios and encouraging them to think imaginatively. Employees are more likely to stay with a company that offers opportunities for growth and promotion.

**Work-Life Balance Initiatives:** To encourage work-life balance, think about implementing flexible work arrangements like telecommuting, flexible hours, or part-time options. A healthy work-life balance enhances cognitive flexibility by reducing stress and increasing overall well-being. Employees who can effectively balance their work and personal responsibilities are more likely to intend to stay.

Develop a supportive and inclusive culture that values employee well-being, open communication, and collaboration. Encourage information exchange, teamwork, and cross-functional relationships to increase cognitive flexibility. Employees that feel valued and supported are more likely to stay with the organization because they view a pleasant work environment.

Recognize and appreciate employees for their efforts and accomplishments. Implement performance-based reward programs and staff appreciation initiatives. Employees who feel acknowledged and rewarded for their efforts are more likely to be content with their positions and have less plans to quit. Using these cognitive flexibility strategies, banks can create a work

environment that encourages creativity, adaptation, and employee engagement, resulting in lower turnover intentions and higher total staff retention.

Promoting organizational justice, the findings on the link between organizational justice (distributive, procedural, and interactional) and turnover intention might help banks reassess their policies, processes, and management practices to ensure employee attitudes of fairness are maintained. This may involve making honest decisions, allocating resources equitably, and treating employees with dignity. The study discovered a significant relationship between organizational justice and turnover intention. It is urged that the Bank of Abyssinia stresses fairness, openness, and impartiality within the institution. Implementing policies and practices that promote equitable treatment, clear communication, and opportunities for employee involvement can assist to improve perceptions of organizational justice and reduce turnover intentions.

Banks that adopt these approaches to achieve organizational justice can create a work environment that supports employee trust and dedication, and loyalty, thereby lowering turnover intentions and enhancing overall employee retention.

Recognizing the impact of work-family conflict on turnover intention may lead banks to develop and implement work-life balance initiatives such as flexible work arrangements, employee assistance programs, and family policies. This can help employees better manage the demands of their professional and personal lives, potentially lowering their desire to quit the organization. The data show a marginal link between work-family conflict and intention to leave. Bank of Abyssinia should recognize the importance of work-life balance and provide support tools to help employees manage their professional and personal responsibilities more effectively. Consider implementing flexible working arrangements, adopting family-friendly policies, and offering employee help services to address and decrease work-family conflicts.

Banks can demonstrate their commitment to their employees' total well-being by using these job enrichment strategies to handle work-family conflict, which leads to higher employee engagement, job satisfaction, and retention.

According to the study, there is a small relationship between work qualities and turnover intention. Bank of Abyssinia should prioritize creating a positive work environment that satisfies its workers'

needs and expectations. This can comprise giving chances for skill development, competitive remuneration, and benefits, building a supportive and inclusive culture, and ensuring enough job resources to promote job satisfaction and prevent turnover. Research into the relationship between employment qualities (such as task diversity, autonomy, and feedback) and turnover intention could assist banks enhance their job design and enrichment activities. Banks may enhance employee engagement and retention by establishing more meaningful, demanding, and autonomous roles.

By using these job enrichment strategies, banks can create more meaningful, engaging, and fulfilling employment, potentially leading to increased employee satisfaction, commitment, and a lower intention to leave.

Addressing burnout. Because the study confirms the link between burnout and turnover intention, banks can prioritize measures to decrease employee burnout, such as workload management, stress management training, and fostering a supportive work environment. This can help retain valuable employees and maintain a healthy, motivated workforce. The study discovered a high relationship between burnout and intention to leave. To limit the adverse influence of burnout on staff retention, Bank of Abyssinia should encourage employee well-being and use burnout prevention and management measures. This can involve fostering work-life balance, stress management skills, mental health services, and creating a good and supportive work atmosphere.

Banks may develop a more positive and sustainable work environment by adopting these burnout-reduction tactics, which will result in increased employee engagement, job satisfaction, and, eventually, higher retention rates.

Ongoing Monitoring and Feedback: It is vital for the Bank of Abyssinia to continuously assess employee satisfaction, engagement, and turnover. Implementing feedback tools like as employee surveys, focus groups, and exit interviews can provide employers with valuable insights into the elements that impact turnover intention. This data can help identify areas for improvement and guide the execution of targeted activities.

The overall findings can help banks develop comprehensive, evidence-based retention strategies that address the multiple elements of turnover intention. Banks can adjust their interventions to the

major findings of the study, banks can tailor their interventions to the individual needs of their workforce and boost employee retention.

Implementing these potential implications can assist banks in attracting, developing, and retaining a highly qualified and motivated workforce, hence improving overall organizational performance and competitiveness in the industry.

#### 5.4 Areas for future research

This study gives useful information on the factors that influence employee turnover intention. However, there are additional topics that could be examined in future research:

**Longitudinal Studies:** This study employed a cross-sectional design, which provided a snapshot of the variables' relationships at a specific point in time. Future research could use longitudinal studies to track changes in these relationships over time and examine the dynamic nature of the factors influencing turnover intention.

**Moderating variables:** The current study focused on the direct effects of the identified variables on turnover intentions. Future research could investigate potential moderating variables that influence the strength of these relationships. Organizational culture, leadership style, and individual personality traits could all be explored as modifiers.

**Industry-specific factors:** This study focused on the banking industry. Future research should examine the findings' relevance to other industries, as well as industry-specific variables that may influence turnover intention.

**Qualitative research:** The data for this study was evaluated using quantitative methods. A future study might incorporate qualitative methods, such as interviews or focus groups, to gain a deeper understanding of employees' subjective experiences and perspectives on the variables influencing their intention to leave.

**Interventions and solutions:** The study identified elements that influence turnover intentions. Future research could expand on these findings to develop and test interventions and solutions for reducing turnover intentions and enhancing employee retention.

Future research that investigates these topics can lead to a more comprehensive knowledge of employee turnover and inform the development of effective strategies to retain valuable employees.

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## Questionnaires

### Addis Ababa University

#### College of business and Economics

#### MBA program

**Dear Respondents,**

My name is Henok Iyassu, and I am a graduate student at Adiss Ababa University pursuing a Master of Business Administration (MBA). I am conducting a study related to employees' turnover intention. This questionnaire was created to conduct a thesis; thus, I would like to request your cooperation in providing your honest response to the question. The study is primarily for academic purposes; thus, I assure that your comments will be kept totally anonymous and confidential. If you have any questions or if something isn't clear, please contact me.

Email: [kehali.iyassu5@gmail.com](mailto:kehali.iyassu5@gmail.com)

Phone no: +251922747246

#### General Instruction

- No need to write your name.
- Please tick on the appropriate alternative.

#### Section one: Personal data

##### 1. Gender

A. Male  B. Female

##### 2. Age

A. 18-30  B. 31-40  C. 41-50  D. above 51

##### 3. Marital status

A. Single  B. Married  C. Divorced  D. Widowed

**4. Educational background**

- A. Certificate       B. Diploma       C. 1st Degree   
 D. Masters       E. PHD       F. Others \_\_\_\_\_

**5. Your Tenure in current organization**

- A. Less than 1 year       B. 1-5 Years   
 C. 6-10 years       D. above 11 years

Section two:

On a scale of 1 to 5, please rate your agreement with the following statements:

(1 - Strongly Disagree, 2 - Disagree, 3 - Neutral, 4 - Agree, 5 - Strongly Agree)

A. Cognitive flexibility

Items	SD 1	D 2	N 3	A 4	SA 5
1. I feel like I get to make decisions at work.					
2. I can communicate an idea in many ways.					
3. I can find workable solutions to seemingly unsolvable problems.					
4. I have the self-confidence necessary to try different ways of behaving.					
5. my work lets me find creative solutions to problems.					

B. Organizational justice

Items	SD 1	D 2	N 3	A 4	SA 5
1. I often feel like staying at home than going to work because of the way my organization treats employees.					
2. My major dissatisfaction in life comes from my job environment.					
3. I am seriously considering quitting this job because of the organizational practices and unfair treatment.					
4. Regardless of the pay, I would prefer working where I will be respected and recognized.					
5. I often feel like quitting this job because the organization does not see employees equally.					

C. Work-family conflict

Items	SD 1	D 2	N 3	A 4	SA 5
1. My work requirements have affected my family life.					
2. My working hours make it difficult for me to meet my family responsibilities.					
3. Because of the work on me, I didn't finish what I wanted to do.					
4. My work pressure makes it difficult for me to change my family activity plan.					

5. Because of my job responsibilities, I must make changes to my family activity plan.					
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D. Job characteristics

Items	SD 1	D 2	N 3	A 4	SA 5
1. I find real enjoyment in my job.					
2. I am seldom bored with my job.					
3. My job provides me with opportunities for growth and development.					
4. I need a work environment that will improve me, I don't get it here.					
5. I feel like quitting this organization because it does not create opportunity for advancement and development					

E. Burnout

Items	SD 1	D 2	N 3	A 4	SA 5
1. I often feel exhausted at the end of the workday.					
2 I can't find a sense of accomplishment at work.					
3. I feel emotionally drained from my work.					
4. this job makes me feel restless					
5. I feel that my daily work is meaningless.					

F. Turnover Intention

Items	SD 1	D 2	N 3	A 4	SA 5
1. I am presently looking and planning to leave.					
2. I am seriously considering leaving in the near future.					
3. I will probably look for a new job in the next year.					
4. As soon as I can find a better job, I will quit this organization.					
5. There are lots of job opportunities for me, but I intend to stay.					