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***The Relationship of Job Satisfaction Factors to Employee Turnover
Intention in National Insurance Company of Ethiopia (NICE)***

***A Thesis Submitted to Addis Ababa University School of Commerce in partial
Fulfilment of the Requirements for Master of Arts in Human Resource Management***

BY

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***June, 2017
Addis Ababa***

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**UNDER THE GUIDANCE OF
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***Addis Ababa University
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***June, 2017
Addis Ababa***

Declaration

I hereby declare that this work entitled: *'The Relationship of job satisfaction factors to employee turnover intention in National Insurance Company of Ethiopia'* is the outcome of my own effort and study and that all sources of materials used for the study, to the best of my knowledge, have been duly acknowledged. I have produced it independently except for the guidance and suggestion of my research advisor.

This study has not been submitted for any degree in this university or any other university. It is offered for the partial fulfilment of Degree of Masters in Human Resources management.

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This is to certify that the thesis prepared by Netsanet Worku, entitled: *'The Relationship of Job Satisfaction Factors to Employee Turnover Intention in National Insurance Company of Ethiopia'* submitted in partial fulfilment of the requirements for the Degree of Masters of Human Resources Management complies with the regulations of the university and meets the accepted standard with respect to originality and quality.

Signed by the Examining Committee:

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Chair of Department or Graduate Program Coordinator

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List of Abbreviation and Acronyms

NICE	National insurance company of Ethiopia
HR	Human Resource
SPSS	Statistical package for social science
TOI	Turnover Intension

Abstract

This study empirically examines the relationship between job satisfaction and employees turnover intention of NICE insurance. The major purpose of this study is to find out the factors influencing on the high turnover rate of NICE insurance employees. In the current competitive environment it is very essential to have satisfied, competent and committed staff for better chance of meeting the overall objectives of the organization. The study used both primary and secondary source of data. A quantitative research approach of the data collection method has been used in the study. 134 questionnaires were distributed to the respondents and 109 completed and usable questionnaires have been returned. Stratified random sampling technique was used to select the sample size and employees were selected from each stratum with simple random sampling technique. Data was analyzed using descriptive statistics, correlation and regression analysis by using spss. The result of the study point out that there is negative and weak relationships between nature of the job; co-workers relationship; supervisors satisfaction; and company benefit. The study also find out that employee pay have significant relationship with turnover intention. Furthermore other job opportunities also have significant and positive relationship with employee turnover intention. The study also finds out that job satisfaction factors have 20.9% of influence on the rate of turnover of the company. So the management of the company should actively involved on retention of existing employees by making frequent revision of salary scale of the company and enhancing the benefit scheme of the company. In addition to this there should be other studies regarding other job satisfaction variables, which was not included in this research, to identify their influence on turnover intention of the company.

Key words: job satisfaction, turnover intention

Chapter one

Introduction

1.1 Background of the Study

Employee turnover is the rotation of workers around the labour market, between firms, jobs and occupations, and between the states of employment and unemployment (Abassi & Hollman, 2000). Staff turnover that can occur in any organization might be either voluntary or involuntary. Voluntary turnover refers to termination initiated by employees while involuntary turnover is the one in which employee has no choice in the termination as it might be due to long term sickness, death, moving overseas, or employer-initiated termination (Heneman, 1998).

Researchers have developed a variety of conceptual frameworks to model the turnover process. As noted by Lambert, Hogan, & Barton, (2001), scholars speculate that employee turnover can be predicted using comprehensive measures of job satisfaction; in other words, high job satisfaction is associated with low employee turnover. Moreover, research shows that the relationship between job satisfaction and actual employee turnover is moderated by intentions.

Satisfaction is negatively related with turnover. Good performers are encouraged with better rewards, whereas poor performers are encouraged to leave the organizations. Hence it is not conclusively proved that job satisfaction control influence turn-over by itself. In fact, very often instead of leaving the organization, dissatisfied employee manifest the dissatisfaction in many other ways, like absenteeism, negligence in their job, and others (Singh, 2005).

Theorists like Herzberg (1959), on his study states that if an employer or manager is trying to increase job satisfaction and ultimately job performance for an employee or co-worker, then they need to address those factors (achievement, recognition, the work itself, responsibility, advancement and growth) that affect one's job satisfaction. On his explanation, the most direct approach is to work on the intrinsic, job content factors. Giving encouragement and recognition to the employee helps them to feel more valued within the company, as well as giving a sense of achievement and responsibility.

Comparison between job perceptions and individual value/needs leads to job satisfaction. Individuals compare what they expect from their current job to what they expect alternative jobs

might be like and to the probability of getting another job. These perceptions produce an attraction to the current job, as well as an attraction to try to find a new job. The interaction of satisfaction, attractiveness of the current job, and attractiveness of alternative jobs produce intention to search for another job, which may lead to intention to quit, which can lead to actual quits (George & John Boudreau, 2003).

High turnover is probably the least worrying in industries, because most of the employees have relatively low-skilled occupation. But in financial institutions, that most of the employees are professionals, high turnover may affect the productivity and future organizational goals of the company.

1.2 Statement of the Problem

Job satisfaction is the collection of feeling and beliefs that people have about their current job. Employee's levels of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. Having attitudes about their jobs as a whole, people also can have attitudes about various aspects of their jobs such as the kind of work they do, their co-workers, supervisors or subordinates and their pay (George and Jones, 2008).

When employees are extremely dissatisfied with their jobs, they may intend to leave their company. The intention may be changed to the actual turnover of employees. This will create loss of experienced employees. But it is not always true that employees leave the company when they are dissatisfied. They may express their feeling by different negative behaviours like; lowering their productivity, absenteeism, conflicts at work place and other.

Turnover of employees is one of the challenging issues of modern business because employee is the soul of an organization. With turnover of well trained employees the organization will die. Several organizations have faced this problem and maximum time of high management and directors is consumed over it in order to minimize it to some extent or reduce its negative and damaging impacts on organization.

It is certain that the company will incur a large amount of turnover costs that directly or indirectly affect the organization. Recruitment costs, training costs and induction expenses, loss of productivity, and others are considered as direct turnover costs. Declining of other

employee's morale, low motivation as a result of overwork, and impact on employee-customer relationships are considered as indirect turnover cost.

Most organizations need a practical procedure for measuring and analyzing the costs of employee turnover. Especially the top level managers considers the costs of hiring, training and developing employees as investments that must be evaluated just like other corporate resources.

In addition to this, organizations focus only on reducing the quantity (rate) of employee turnover to minimize costs incurred to separate and replace employee but the real problem is what affects the value of retained workforce. If quitters are the most valuable employees, even a low quite rate may be harmful. On the other hand, if quitters are among the least valuable employees, they can be easily be replaced with better employees, then even high quit rates may be no cause for alarm (George and John,2003).

In the current competitive environment, financial institutions in Ethiopia play a vital role in accelerating the mobility of employees from one institution to another by making their salary more attractive, and by giving different benefits. Nowadays in the banking industry it is common to see such kind of activities.

Nice Insurance is privately owned share company which gives an insurance service for more than 20 years. The company's three consecutive years of data (2014, 2015, and 2016) indicate that employee turnover rate has been increasing from 8% to 14 %.

Table1.1-Rate of Turnover

	Average workforce size	No of resigned employee's	%age
2014	188	15	8
2015	218	13	6
2016	259	29	14

Source; company data collected from HR department

According to the information obtained from the company, the number of resigned employees consists of only from employees who left the organization voluntarily.

Currently turnover of employee is the major problem of the company as well as the human resource management unit. It has a negative effect on the productivity and performance of the

employees. Loss of employees will interrupt the services given by the company by reducing the speed and quality of work. This results a dissatisfaction of customers as well as the existing employees. Managers also spend much of their time to recruit new employees. In relation to this, the company incur a lot of costs and time to hire new employees and to give the required trainings.

It is necessary to measure the level of turn over intention of employee of NICE insurance. Because, it is used to manage and control the rate of actual turnover and to satisfy employee's needs. There are different factors of job satisfaction which have a vital role in turnover intention of employees such as: nature of the work, payments and other benefits, superior-employee relationships, co-workers relationships, and job opportunities in other organizations.

As a result, this paper will be intended to analyze the relationship between employee turnover intention and job satisfaction factors. And also the study identifies the effect of these factors on employee turnover intention.

1.3 Research Questions

The study raised different research questions classified as general and specific research questions, in order to create a relationship between variables of the study. The variables consist of independent variables (job satisfaction factors), and a dependent variable (employee turnover intentions).

1.3.1 General Research Question

This study primarily focuses on answering the general research question of;
How does a job satisfaction factors affect employee turnover intention?

1.3.2 Specific Research Questions

The study also raised specific research questions;

- Does the nature of the work affect employee turnover intention?
- Does employee benefits affect employee turnover intention?
- How does employee pay affect employee turnover intention?

- Does the supervisor -employee relationship affect employee turnover intention?
- How does a co-workers relationship affect employee turnover intention?
- Does alternative job offers affect employee turnover intention?

1.4 Research Objective

1.4.1 General Objective

The general objective of the study is to examine the relationship between job satisfactions factors and employee turnover intention.

1.4.2 Specific Objective

The major objective of this research is to identify the relationships among each variable (dependent and independent variables) in order to find an answer to the research questions raised above. As a result the specific objective of this research includes;

- To investigate how the nature of the work affects employee turnover intention.
- To analyse the effect of employee pay in employee turnover intention.
- To assess how employee benefits affects on employee turnover intention.
- To examine the relationships between management and employee relationship and its effect on employee turnover intention.
- To assess the co-workers relationships and its effect on employee turnover intention.
- To investigate the relationship between perceived job opportunities elsewhere and employee turnover intention.

1.5 Significance of the Study

This research paper has a significant use for the company because employee turnover becomes a crucial issue for most financial institutions in Ethiopia, like Banks and Insurances. Now days, it is common to see a high turnover rate in financial institutions due to a lot of opportunities offered by other companies in the same industry.

As a result, the study has an importance to show the level of intention on employee's of NICE insurance to leave the company. And also it is used as an alarm to the management especially to the HR unit in identifying the major organizational problems and to give appropriate solutions. In addition to this the study will help to students as a base to conduct other researches

for academic course fulfilment and other researchers may also use as a prerequisite for further study.

1.6 Scope of the Study

The study investigates the effect of job satisfaction factors on employee turnover intention of NICE Insurance. Because of time constraint, limited capacity, and resources, the scope of the study is limited to focus on fulltime employees of NICE Insurance at Head Quarter and 32 branches of the company. The study majorly concerned on job satisfaction factors; such as nature of the job, company benefits, employee pay, co-workers satisfaction, employee-supervisor satisfaction and other job opportunities, and measure the degree of employee turnover intention.

1.7 Limitation of the Study

There was some limitation encountered by the researcher at the time of data collection from the respondents. To mention some of these drawbacks, there was lack of cooperation from few employees, respondents were not dedicated enough to respond the questionnaires, some questions were missed by the respondent. In addition to this, some respondent were reluctant and reserved to convey their idea freely, on what they really believe in.

1.8 Definitions of Terms

Turnover- defined as the rotation of workers around the labor markets; between firms, jobs and occupations; and between the states of employment (Filpe F & Luis Borges 2012).

Turnover Intention- means employees intend to leave the organization which he/she working at present. (Filpe F & Luis Borges 2012).

Job satisfaction- is the attitude and feelings people have about their work. And it is a Positive and favourable attitudes towards the job. (Armstrong,2006).

Nature of the work- it means the type of work that an employee does. It includes the level of the work, complexity of the work, and variety of the task. (Filpe F & Luis Borges 2012).

Individual factors- include personality, education and qualifications, intelligence and abilities, age, marital status, orientation to work (Mullins, 2005).

Social factors- include relationships with co-workers, group working and norms, opportunities for interaction, informal organization (Mullins, 2005).

Cultural factors- include underlying attitudes, beliefs and values (Mullins, 2005).

Organizational factors- include nature and size, formal structure, personnel policies and procedures, employee relations, nature of the work, technology and work organization, supervision and styles of leadership, management system, working conditions (Mullins, 2005).

Environmental factors- include economic, social, technical and governmental influence (Mullins, 2005).

1.9 Organization of the Study

This study will have five chapters. The first chapter is introduction and background of the study. The second chapter will provide review of related literature. And the third chapter is research design and methodology where participants of the study, instruments of data collections, procedures of data gathering and analysis discussed. The fourth chapter consists of the main study of the data presentation, analysis and interpretation. The last chapter of the study provides summary of findings, conclusion and recommendations of the study.

Chapter Two

Review of Related Literature

In this chapter the study focus to explain the major concepts about the study by identifying the relationships between factors that affect job satisfaction and its effect on employee turnover intention by using other researcher's literatures. This chapter also gives some clarifications to the readers about the meaning of major terms that are used in the research.

2.1 The Concept of Turnover

Mobley (1982) gave the meaning of employee turnover as the discontinuance of membership in an organization by the person who received monetary compensation from the organization.

Turnover refers to the amount of movement of employees in and out of an organization, normally expressed in terms of the turnover rate.

It is a separation of employees by the organization request as well as on their own initiative (Jeffrey, 2006).

When employees leave, it often means dollars walking out the door. Organizations do not always want to keep every employee, but the question that should be answered will be what the right amount of employee turnover is? When is it cost- effective to encourage employees to leave?

Employee turnovers occur when there is employee quits, retirements, layoffs, and discharges. Administering the separations often incurs substantial costs. So employee turnover are typically viewed as something to be avoided and reduced to lower costs, in fact they can be beneficial. When separations are replaced, the quality of those acquired employees affects productivity and efficiency of workforce.

Therefore, organizations must base their management of employees turnover on efficiency related objectives and information (George, and Jones, 2008)

2.2 Types of Employee Turnover

According to Wright and Bonett (2007), employee turnover can be divided to involuntary or voluntary. Voluntary turnover occurs when an employee wants to leave and eventually decides to leave organization with variety of reasons. It is the type of turnover that the manager should

control it because it has a negative impact on the organization. In another situation, an employee may be asked to leave the organization as a result of layoffs or poor job performance or other performances harm the benefit of the company. Price (1997) suggested that most organizational research of turnover is voluntary quits.

Theorists classify turnover as Dysfunctional and functional turnovers. Dysfunctional turnover is the exit of high performers and employees with hard to replace skills and which erode the company's work force and leads to high turnover cost. Functional turnover is the exits of poor performer employees whose talents can be replace easily.

In another classification of turnover, it is classified as avoidable and unavoidable turnover. For employees who leave the job because of low job satisfaction, problems of mismanagement, benefit packages ... etc can be retained through improving the stated administration activities. After identifying the causes of avoidable turnover, the organization should be able to influence or handle it. Unavoidable employee turnover stems from cause over which the organization has little or no control of it. For instance organization may not able to control employee who is going to leave because of health problem or desire to relocate to other geographical areas (David, 2008).

2.3 Employee Turnover Intention

Employee Turnover intention is defined as an employee's intent to find a new job with another employer within the short period of time. When employees seriously consider quitting their jobs, they are thought to have the intention to quit the organization (Omar, Anuar, Majid, & Johari, 2012). The term "intention" describes an employee's desire or deliberateness to leave the organization (Martin , 1979; Tett & Meyer, 1993).

Turnover intention, a strong predictor of quitting an organization, becomes a final step before an employee actually leaves the organization (Lee & Bruvold, 2003).

The measurement of this construct often entails using a certain period of time (Suliman & Al-Junaibi, 2010; Tett & Meyer, 1993). The thought behind using this interval as a measurement is that employee turnover intention is a time-consuming process. This process has three stages (Falkenburg & Schyns, 2007).

It starts with thinking of leaving the organization followed by the intention to search for a new job and is finally directed to the intention to leave (Falkenburg & Schyns, 2007; Mayfield &

Mayfield, 2008). The intention to quit is not only conceived as an important determinant of actual turnover but also provides important information for management to control employees' avoidance behaviours. For example, employees with high turnover intention tend to become less productive and efficient (Balogun, Adetula & Olowodunoye, 2013).

2.4 The Concept of Job Satisfaction

Job satisfaction is a positive and favourable attitude people have towards their job (Armstrong, 2006). It is an individual's enjoyable emotion or feelings that occur when he or she evaluates his or her job (Locke, 1976).

According to Landy & Conte (2004), Job satisfaction is a positive emotional state resulting from the appraisal of one's job or reaction to work experience, how workers feel about their jobs, aspects of their jobs, and work situations. In addition, Sharma and Bhaskar (1991) note that, the actual job done by employees and the nature of the job given to the employee has a direct influence on job satisfaction.

A psychological perspectives of Saal & Knight (1988), conceptualized that job satisfaction is the overall emotional or evaluative response of employees concerning their job. It is also a persistent feeling that are thought to be associated with perceived differences between what is expected and what is experienced in relation to the alternatives available in a given situation (Martin & Roodt, 2007).

2.4.1 Dimensions of Job Satisfaction

According to Mullins (2005), job satisfaction by itself is a complex concept and it is difficult to measure objectively. The level of job satisfaction is affected by a wide range of variables relating to individual, social, cultural, organizational, and environmental factors. He considers these factors affect job satisfaction of certain individuals in a given set of circumstances.

In another study, which is conducted by Ros & Ramlee (2015) determine the four dimensions of job satisfaction by using factor analysis.

The result of the study shows that, benefits, co-workers' support, managerial support, and work conditions with support to the career development are the major factors of job satisfaction. These factors are the main elements that influence on employees to retain and

commit to their employers. The study suggests that companies should be able to work on factors to enhance employees' job satisfaction and increase employee's motivation.

In the 1950's, motivation theorist Frederick Herzberg divided the elements required for job satisfaction into two dimensions: hygiene and motivators (Herzberg, 1959).

Hygiene factor refers to working environment. While this dimension does not in and of itself create job satisfaction, it is a prerequisite to satisfaction occurring. Work environment involves all of the administrative aspects of an organization, including company policies that should apply to everyone equally. Choosing the right supervisors who provide fair treatment and give positive feedback is another aspect of hygiene. Workers expect fair pay in line with market demand. Employees also require the equipment needed to do their jobs well, adequate work space and policies that facilitate positive interaction between staff members.

Once the hygiene factors are in place, employees must feel a meaningful connection to their work. This dimension of job satisfaction includes the ability to use individual talents on the job. Employees must be tasked with meeting clear standards of excellence, and be recognized for what they do. Explicit identification of a job well done, through communication of praise or employee reward programs, adds to job satisfaction. Employees also must have opportunities for advancement within the organization.

2.4.2 Factors Affecting Job Satisfaction and Turnover Intension

Prior research has shown that job satisfaction is strongly and inversely associated with employee's intention to leave an organization (Egan, Yang & Bartlett, 2004; Lambert, Hogan & Barton, 2001; MacIntosh & Doherty, 2010; Schwepker, 2001; Silverthorne, 2004). In other words, more satisfied employees are less likely to seek a new job, with a new employer. For this reason, studying the factors associated with job satisfaction is practical and valuable.

Most researchers agree that job satisfaction is under the influence of a series of factors such as: compensation, promotional opportunities, the nature of the work, relationships with co-workers and the supervision, and other opportunities in another company.

The approach given by Rue & Byars (2003) regarding the factors of job satisfaction analyse that, job satisfaction and job dissatisfaction are two opposite and unexcludable phenomena that are influenced by different factors. The most influential factors that determine job satisfaction and dissatisfaction are manager's concern for people, job design(scope, depth, interest, perceived value),compensation(external and internal consistency),working conditions, social relationships, perceived long-range opportunities, perceived opportunities elsewhere, and levels of aspiration and need achievement.

This approach also indicate that, a satisfied employees show commitment to stay in the company, But a dissatisfied employees show a behaviour of absenteeism, tardiness, accidents, strikes, grievances, sabotage, and turnover.

2.5 Job Satisfaction and Turnover Intention

When employee cannot get happiness from their work, then the dissatisfaction of job will be high. They will look for other job opportunities which can give them happiness or satisfaction. As a result job satisfaction is viewed as significant predictors of turnover intention (Wright & Bonett, 1992).

Generally, it is accepted that job satisfaction and employee turnover intention are inversely related. Scholars have determined that intent to stay or leave is strongly and consistently related to voluntary turnover (Wright & Bonett, 2007).

2.5.1 Employee Pay and Turnover Intention

The pay is considered the dominant factor in measuring the job satisfaction of employee. According to the study conducted by Frye (2004), the compensation is the most critical factor for the organizations to magnetize the right workforce and retain them for the long period of time. In addition to this compensation has a positive relationship with the job satisfaction of employee in the organization.

Pay level is not the only reason for employee's turnover and separation but also, the pay system. Employees can be satisfied or dissatisfied with the organizations pay system. In most organizations the pay system is based on the seniority or the performance of employees. Employees are satisfied with existing pay system if they believe that the payment is fair and

rewards or incentives are paid by considering their seniority and their performance (Herbert, 2000).

It was found that the lower level of compensation is the cause of employee turnover (Abassi & hollman, 2000). Furthermore job satisfaction increases when there is better pay and fringe benefits and it decreases turnover of employees (Beilock and Capelle 1990). Higginbotham, (1997) mentioned that high salaries are not important, but “good” and “fair” salaries indicate a strong correlation with intention to remain, signifying that as long as the compensation is competitive, financial rewards are not the primary factor in retention. Based on the above literatures, the study constructs the following hypothesis.

H1: There is a significant and negative relationship between employee pay and turnover intention.

2.5.2 Employee Benefits and Turnover Intension

Adequate and flexible benefits can demonstrate to employees that a company is supportive and fair, and there is evidence to suggest that benefits are at the top of the list of reasons why employees choose to stay with their employer or to join the company in the first place (Lockhead and Stephens 2004). Many companies are responding to the increasingly diverse needs of their employees by introducing a greater element of choice in the range of benefits from which their workers can choose. Flexibility in benefits packages can enhance retention, as it creates responsiveness to the specific needs and circumstances of individual employees (Rampur, 2009).

Employees always look for companies who offer more benefits and compensation package. This is the most common factors in remaining with the company.

H2: There is a significant and negative relationship between employee benefits and turnover intention.

2.5.3 Nature of the Work and Turnover Intention

The other important determinant of turnover intention is the nature of work. The researchers found in their studies that, the nature of the work has an effect on the turnover intention and

satisfaction level of employees in the organization. Robbins (2003) refer that, the work it-self as “the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results.” He also added that, the work that related to the aptitude of employees is most fascinated for them. According to Koh & Goh (1995),during the study of clerical employees in the banking sector, it was found that turnover intention has a negative relationship with nature of work. Based on this, the research constructs another hypothesis.

H3: There is a significant and negative relationship between nature of the job and turnover intention.

2.5.4 Co-workers Relationship and Turnover Intention

Close relationship between co-workers could improve employee satisfaction to a certain extent (Wei, 2009). Thus, co-worker relationship is regarded as the degree of professional co-operation as well as the sense of social belonging. Mc Calister (2003) proposed that co-worker support and supervisor support significantly influence to work stress and job satisfaction of an employee. Therefore a close co-worker relationship could improve job satisfaction at a certain extent. As a result the study constructs the following hypothesis in order to investigate the relationship between co-workers relationship and turnover intention.

H4: There is a significant and negative relationship between co-workers satisfaction and turnover intention.

2.5.5 Employee- Management Relationship and Turnover Intention

In any organizations a good management-employee relationship is very essential for employees in order to increase their productivity. Most of the time managers behaviour influence in employees productivity. The way managers behave is not the only important factor. Also the way he communicates with employees seems to play an important role. Miles et al, (1996) proved that communication between superiors and subordinates is a strong predictor of employees’ job satisfaction. Also a language used by leaders can influence their subordinates’ motivation to work.

The Motivational Language Theory developed by Sullivan, (1988) has been tested and results showed a significant relation between a language used by leader and employees' performance and job satisfaction (Mayfield et al, 1998).

The theory indicates that performance and job satisfaction increase if leaders clarify task, goals and rewards to employees. In addition to that, managers should encourage employees when they perform well. Employees do not want to know only how they accomplish the job but also desire the feeling that their effort is appreciated.

Research shows that recognition indeed has a positive influence on employees' motivation. A motivational function of recognition can be explained by the Reinforcement Theory and the Social Cognitive theory (Luthans & Stajkovic, 2000). Those theories suggest relating recognition to the real achievements and reward them immediately after accomplishment (Armstrong & Murlis, 2004). In order to assess the relationship between employee-management relationships and turnover intention, the study proposes the following hypothesis.

H5: There is a significant and negative relationship between management-employee relationship and turnover intention.

2.5.6 Alternative Job offers and Turnover Intention

The unfolding model

The unfolding model views incoming information as shocks (pregnancy, alternative job offers, etc.) This theory suggests that internal or external shocks will lead the individual to leave an organization because the situation (shock) compels the employee to leave. This model introduces five paths that will lead to turnover. In Path 1, the shock activates a pre-existing writing or script with which the individual connects and this causes the individual to leave the organization without considering an alternative or the individual's connection with the organization. Path 2 has a shock that triggers the person leaving, without thinking of other job alternatives (Lee, Mitchell, Holtm, McDaniel, & Hill, (1999).

The incoming information is perceived as a violation of the person's values, objectives and strategies. Path 3 includes a shock that triggers an assessment of the images of the job he or she currently has, provided the information in the shock is not in tune with the images. This path

leads to intentional job search. The last two paths do not have shocks. Path 4 explains a situation where the person's job satisfaction is so low that the person leaves without having an alternative. With Path 5, the person's job satisfaction is low and this leads to job search, an assessment of alternatives, and the intention to leave, subsequently, turnovers (Lee et. al.1999). In order to analyze the relationship between alternative job offers and turnover intention, the study proposes the following hypothesis.

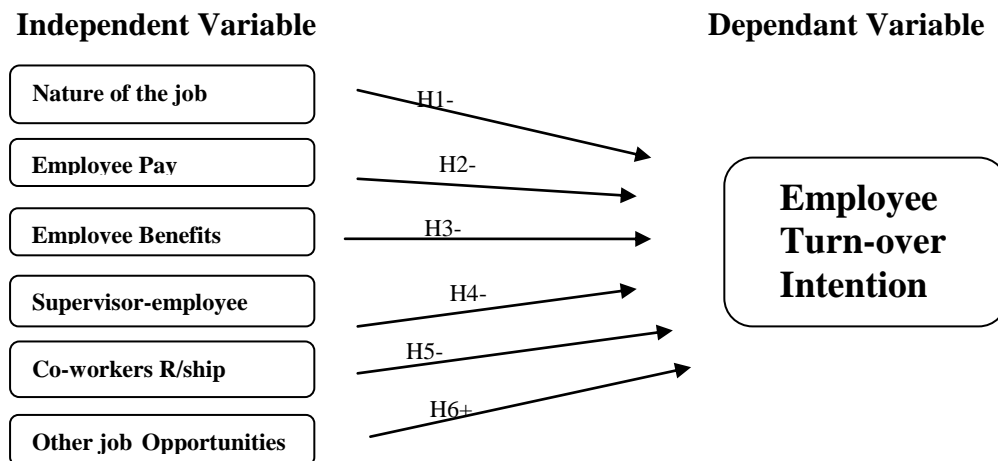
H6: There is a significant and positive relationship between alternative job offers and turnover intention.

2.6 Conceptual Framework

In developing a conceptual framework, the research focuses on determining the relationships between the independent variables and dependant variables by carefully studying other researcher's literature. In addition to this conceptual framework clarifies the research questions and summarizes the overall concept being investigated.

Based on the review related literature and the aim of the research, the study developed the following conceptual framework.

Figure1- Conceptual Frame work



Chapter Three

Research Design and Methodology

3.1 Description of the Study Area

The population of this study constitutes all employees of NICE insurance at head quarter, which is located around lancha area, and all other branches of a company, including city and regional branches. Employees who work at top level, middle level, lower level and non managerial level are constituted in the research. The research problem under study will have an impact on all employees of the organization. But for our sampling purpose, the study will only focus on selected employees of Nice Insurance at head quarter and the 32 branches of the company.

3.2 Research Approach

Both a qualitative and quantitative methods will be used to analyze the research data. The quantitative method will be used to test the data by using statistical calculations and to make data analysis. The qualitative method will help to make relationships among research variables in order to check whether these variables have a relationship with employee turnover intention.

3.3 Research Design

The research will use a descriptive type of design, which classifies participants in to four categories, so as to arrange employees based on their homogeneity. The participants are classified in to four stratum (employees at top level, middle level, lower level, and non managerial level), and from each strata the sample will be selected.

3.4 Population of the study

The total population size of the research is employees of Nice Insurance at head quarter and in 32 branches of the company. Employees that are not completed their probation period were excluded from the study. There are about 259 employees until the end of 2016. From this total number of population, 42 employees are at lower level managerial hierarchy and 10 employees in the middle level and 4 employees, including the CEO, at the top level. The remaining 203 employees are under the non managerial level.

3.5 Determination of Sample Size

Various questions may arise with regard to sample size determination. How big should the sample be? How small can we allow it to be? A more relevant issue is how to judge whether the sample size is adequate in relation to the goals of the study (John, Hafiz, Robert & David, 2007).

According to Kothari, 2004, sample size was determined based on sample size for estimation of proportion for a finite population and the formula determining sample size was:

$$n = \frac{z^2 \cdot p \cdot q \cdot N}{e^2(N - 1) + z^2 \cdot p \cdot q}$$

Where:

n = required number of sample size

z = Standardised normal value (2.005)

p = Estimated rate (0.02), the rate is estimated based on other researchers findings.

e = Precision range (0.02)

So, from a population of 259 employees, 116 employees were selected based on probability and non probability techniques.

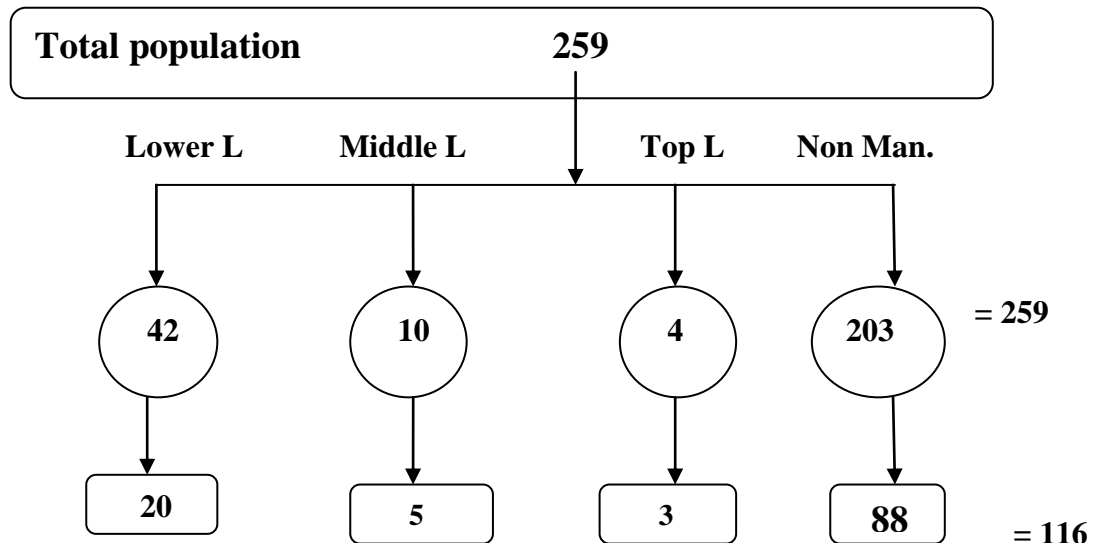
3.6 Sampling Design

The study use a mixed of probability and non probability sampling technique in order to select a representative sample of 116 employees.

Non probability or purposive sampling technique is used to select 3 employees from top level (DGM operation, DGM corporate affairs, & the CEO) and 1 employee from middle level managers (HR department head). The selection will be made based on their knowledge and experience about the employees under their supervision and their involvement on staff turnover and employment process.

Probability or Stratified random sampling technique is used to select a representative sample from the three stratum consisting of employees at lower level, middle level and non managerial level. The remaining 112 Samples are drawn equally and proportionately from each stratum.

Figure3.1 Stratification of total population



Note; One of the middle level managers (HR Head) and the three top level managers have been selected based on purposive sampling technique.

3.7 Variables of the Research

Based on the literature and the aim of the research, the following variables are used for this study:

Independent Variables

The independent variables are the factors that can be varied or manipulated in the study and the variables that will have hypothesized to influence the dependent variable. The independent variables in this study are job satisfaction factors such as; Nature of the job, Employee Pay, Employee Benefits, Management-Employee Relationships, Co-workers Relationships, and Job Opportunities in other Companies.

Dependent Variables

The dependent variable is the variable that is simply measured by the researcher. It is the variable that reflects the influence of the independent variable. In this study, dependent variable is employee turnover intention, which is affected by the above independent variables.

3.8 Data Source and Type

Primary and secondary data is used for the research. A primary data was collected with a questionnaire to get information from employees at different managerial levels. The questionnaire was carefully designed to reach to research participants in the form of addressing all of the research questions raised on this research paper. A closed ended questions and Likert scale type of measurement modalities has been used to measure respondent's degree of agreement.

The questionnaire includes a question about personal biography of the research participant to analyze the stratum that the participant belongs and to know the demographic characteristics of the employee. Three employees are selected from top level and one employee from middle level in order to measure the understanding and perspective of higher level managers of NICE insurance on job satisfaction and employee turnover intention. Interview method has been used to get information in depth and to make greater flexibility for questions. And also it is helpful to make intensive investigations. In addition to this, Secondary data will be used from different HR reports, including exit interview.

3.9 Data Collection Procedure

The data will be collected through questionnaire method. Before distributing the questionnaire to participants, a letter of support from AAU will be given to the company's HR unit to ask their permission. After getting the permission, a questionnaire will be distributed and collected through electronic mail, for those participants in regional state. But, for those participants in city branches and head quarter, I am responsible to distribute and administer the collection of questionnaires.

In addition to this, an interview will be conducted with the selected top and middle level managers of NICE insurance based on the scheduled time.

3.10 Ethical Considerations

There should be no bias or discrimination in the selection and recruitment of research participants. All of the information gathered from participants should be kept confidentially.

The researcher is responsible not only for maintaining the confidentiality of all information, but also for information that might affect the privacy and dignity of research participants.

3.11 Data Analysis

Data obtained through questionnaire will be computed with the use of computer and software programs (SPSS), edited and coded. Then data was grouped into tables, figures and graphs to analyse summarize and recommend. Inferential statistics, like Pearson correlation coefficient and multiple regression analysis were used to ascertain whether there is a significant relationship between independent and dependent variables. And also to analyze which factor of job satisfaction was the most influential to make variation on employee turnover intention. In addition to this, the study will use mathematical methods like percentages, standard deviation, mean, and frequencies to express the results of demographic characteristics of the respondent and to compare the results of one variable to another variable.

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3.12 Data Quality Assurance

Data quality assurance is measured by using two parameters. The first one is based on its internal validity which is instrument validity-using correct research instrument in order to measure the variables accurately during the data collection procedures. A valid instrument should measure what is needed to measure on the research. Opinion from my supervisors was used to check on the content validity of the instruments.

And secondly, Data consistency also be checked using reliability test. The main purpose of reliability test is to determine the quality of the questionnaire and give assurance to the readers on the consistency of the result. In order to achieve a stable, accurate test results, Cronbach's Alpha coefficient was used to measure the reliability of variables under study. It is the most popular internal consistency measurement. When the reliability value is above 0.7, the item is usually viewed as the ideal item and could be used in data collection (Zikmund, Babin and Griffin, 2010). As a result, the study made pre-test on 30 respondents (proportional selection) before distribution of the research questionnaires and finds out the following result.

Table3.1- Reliability Test of Variables

Variables	No.of items	Source	Cronbach's Alpha (Pretest) .
Nature of the Job	8	Robbins(2003)	0.76
Pay satisfaction	5	Frye (2004)	0.83
Company Benefits	5	Rampur(2009)	0.70
Supervisor's satisfaction	4	Sullivan(1988)	0.83
Co-workers satisfaction	4	Mc Calister(2003)	0.78
Other job opportunities	3	Lee et. al(1999)	0.75
Employee turnover intention	5	Lee& Bruvold(2003)	0.81

Source: SPSS output

From the above table of reliability test, the study identify that the reliability value of each variables on cronbach's alpha pre-test is between 0.706 and 0.839. It means, the questionnaire was excellent and could be used to make a formal research on “the relationship of job satisfaction factors to employee turnover intention in NICE insurance”. As a result the data collected is valid and reliable enough to be used for analysis in chapter four.

Chapter Four

Data presentation, Analysis and Interpretation

4.1 General Survey Response Rate

A structured questionnaire was distributed in person to 112 employees with close follow up and guide in filling the questioner's.

Employees under the three managerial hierarchies (middle level, lower level and non managerial level) were participated. Out of 112 questionnaires 109 were completed and returned successfully. That means 94% of respondents were given their responses. In addition to this the respondents were selected by using probability sampling technique as a result all employees have equal chances to be included in the sample. The analysis of this study is based on the responses obtained from the sample respondents.

Table 4.1- Response Rate of Respondents

Respondents	Size
Sample size	116
Completed and returned questionnaires	109
Response rate	94%

4.2 Descriptive Statistics of Demographic Variables

The study used a frequency distribution method of analysis in order to express the demographic characteristics of respondents by using percentages and frequency of the respondent. In addition to this tables and charts also used to give a better picture for the results collected from the research. Based on the findings of descriptive statistics, the study also made explanations to indicate the relationships of demographic variables and turnover intention.

Table 4.2-Demographic Characteristics of Respondent

Respondents Characteristics		Frequency (n=109)	Percentage
gender	male	51	46.8
	female	56	51.4
	Missed	2	1.8
age	Below 25	2	1.8
	26-30	37	33.9
	31-35	44	40.4
	36-40	11	10.1
	41-45	4	3.7
	Above 45	10	9.2
	Missed	1	0.9
Educational level	Below diploma	2	1.8
	diploma	25	22.9
	degree	79	72.5
	masters	2	1.8
	missed	1	0.9
Marital status	single	62	56.9
	married	46	42.2
	missed	1	0.9
Job characteristics	underwriting	33	30.3
	finance	10	9.2
	operation	46	42.2
	legal	6	5.5
	other	14	12.8
Years of service	Less than 1 year	16	14.7
	1-3 year	22	20.2
	3-5 year	26	23.9
	5-7 year	10	9.2
	7-10 year	25	22.9
	Above 10 year	10	9.2

Your position in the company	Non managerial	78	71.6
	Lower level	25	22.9
	Middle level	5	4.6
	Missed	1	0.9
Income level (birr)	From 586-1500	2	1.8
	1501-3000	8	7.3
	3001-5000	37	33.9
	5001-8000	34	31.2
	8001-10000	5	4.6
	10001-20000	19	17.4
	Above 20000	4	3.7

4.2.1 Distribution of the Respondents by Gender

As we can see in the above table, the number of male respondents (46.8%) is comparable with the number of female respondents (51.4%). This indicates that the male-female composition of respondents is very well to make analysis. The study gives equal chances to males and female respondents to express their feelings on job satisfaction and their degree of intention to leave the company.

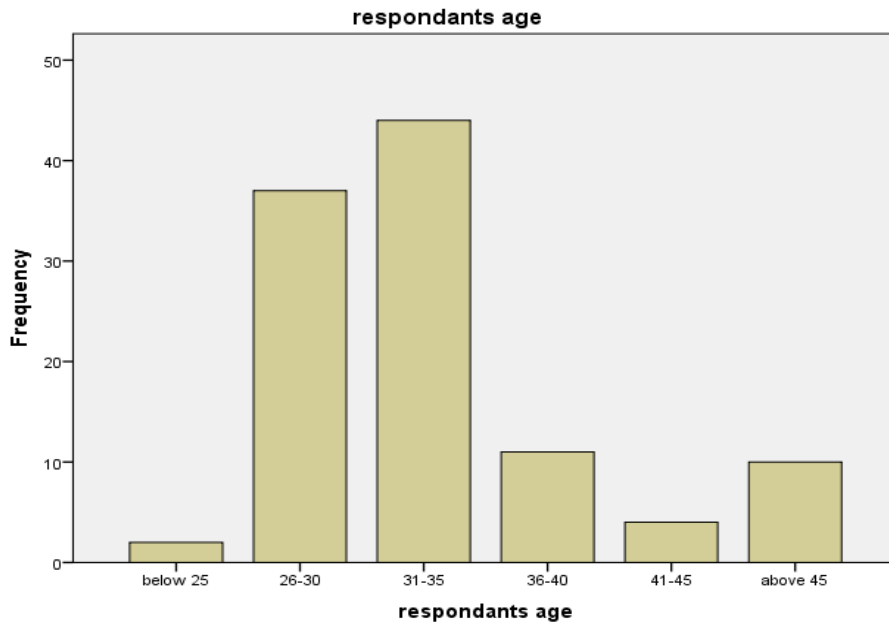
4.2.2 Distribution of the Respondents by Age

Respondents under the age of 31-34 take a higher percentage of 40.4 from the other age categories. The next higher range of respondent's age is 26-30, which has a percentage of 33.9. The sums of percentages of these two categories, gives 74.3 percent. This indicates that, most of the respondents in our sample are under the age of (26-34), which means that, the majority of employees in NICE Insurance are young.

Having group of professionals that belong to the most active and energetic age group may help the organization to achieve its goals. The negative implication of employees under this age category is related to the highly sensitivity and mobility characteristics. It may affect the company badly.

There are also 10.1 percentages of employees under the age of 36-40 and 9.2 percentages of employees above 45 years of age. The other categories, which represents employees under the age of 41-45 and employees below 25 years has a percentage composition of 3.7 and 1.8 respectively.

Figure 4.1- Distribution of respondents by age



4.2.3 Distribution of the Respondents by educational level

Regarding academic qualification of respondents, 72.5% (79) respondents had bachelor degree. The study also finds out that there are 22.9 % (25) respondents in a diploma level and 1.8 % (2) respondents in a masters degree level. The other 1.8(2) respondents had below diploma. Based on the result, we can identify that, most of the respondents are well educated, professionals and very competitive to get another job opportunity in another company.

4.2.4 Distribution of the Respondents by marital status

According to the results of descriptive statistics, the majority of respondents (56.9%) were unmarried while 42.2% of the respondents were married. It is believed that unmarried employees have fewer responsibilities than married employees. As a result they can be easily leave their company by looking other benefits and better salary offered by other companies.

4.2.5 Distribution of the Respondents by job characteristics

The respondents were asked to indicate their job characteristics in the organization since the job characteristics determines to analyse which area or department is more vulnerable to employee turnover. It also makes easy of analyzing state of satisfaction, or intention of employees to leave the organization. Response from existing employee indicates that 30.3% of respondents were from underwriting department and 42.2% of respondents were from operation department. In addition to this 5.5% and 9.2% of respondents included from legal and finance departments. The remaining (12.8%) of respondents were from other departments such as marketing, risk, and administration departments, which constitutes comparatively very small number of employees. It is clear that most of the respondents are under supervisions of operations and underwriting departments.

4.2.6 Distribution of the Respondents by years of service

23.9 percent of respondents had 3-5 years of experience and respondents who had 7-10 years of experience constitute 22.9 percent of the sample size. 20.2 percent of respondents had 1-3 years of experience. There were also respondents (14.7 percent), who stayed in the company for less than 1 year. Respondents, having 5-7 years of experience and above ten years, had the same percentage of 9.2. There is comparable percentage of respondent's years of service in the company. There are reasons that the most experienced employees are not willing to leave the company. according to the data i got from HR department, '*The federal democratic republic of Ethiopia private organization employee's social security agency proclamation number 715/2003*, evidenced that employees, who have a provident fund, are forced to be included in pension plan, when they leave their company and hired in another company. As a result experienced employees are not encouraged to leave their company. Because of this the company retain most of the experienced employees.

4.2.7 Distribution of the Respondents by managerial level

As it was explained in chapter three (sampling design), the study selected respondents from the three managerial hierarchy (non-managerial, lower level, and middle level). The findings of

descriptive statistics of the research implied that, 71.6% of respondents were under non-managerial level, and 22.9% were under lower level.4.6% of respondents were under middle level.

4.2.8 Distribution of the Respondents by income levels

From 109 respondents, 1.8 percent of the respondents pay between 586 and 1500(birr); 33.9 percent of the respondents pay at a range of 3001 to 5000(birr); 31.2 percent of the respondents pay from 5001 to 8000(birr), which means 65% of employees have paid between 3001 to 8000(birr).17.4 percent of the respondents pay from 10001 to 20000; 7.3 percent of the respondents pay between 1501 and 3000(birr); 4.6 percent of the respondents pay from 8001 to 10000(birr); 3.7 percent of the respondents pay above 20000(birr).

4.3 Data Analysis

4.3.1 Descriptive Statistics for Job Satisfaction Factors and Turnover Intention

Interpretation of the five-Point Likert-type of data is made by comparing percentages, computed mean and S.D of each item in the questionnaire. The analysis determine the level of agreement of respondents by indicating whether they feel strongly agree, agree, agree somewhat, disagree, and strongly disagree for each statement.

The previous section dealt with the general background of the respondents but this section presents the descriptive analysis and interpretation of results related to what extent employees agree or disagree with the items in the questionnaire.

The primary objective of the items constituted in the questionnaire was to measure the degree of satisfaction of employees of NICE Insurance on pay, benefits, nature of the job, relationships with co-workers and supervisors, and other job opportunities. And also it is used to answer the major research questions of this study.

4.4.1 Employee's degree of satisfaction on nature of the job

Table 4.3 Respondents answer related to the nature of the job

Factors	Strongly Agree(5) %age	Agree(4) %age	Agree somewhat (3)%age	Disagree (2)%age	Strongly disagree (1)%age	mean	Standard deviation
I am satisfied with the current work load	11.9	23.9	36.7	20.2	7.3	3.13	1.098
The work load is divided equally among all the organizations employees	9.2	27.5	23.9	29.4	10.1	2.96	1.162
My job challenges me frequently	9.2	18.3	35.8	28.4	8.3	2.92	1.081
I am clear and agree with my job description	22.0	21.1	19.3	23.9	13.8	3.14	1.371
I am free to choose my own method of working	15.6	25.7	24.8	25.7	8.3	3.15	1.208
I feel that the amount of work i am expected to do is reasonable	13.8	37.6	21.1	20.2	7.3	3.30	1.159
There are varieties of tasks in your work	17.4	37.6	16.5	22.0	6.4	3.38	1.192
I am responsible for the work that i have done	33.9	27.5	9.2	12.8	16.5	3.50	1.482

Interpretation

As we can see from the above table, 27.5 % (mean 3.13 and SD 1.098) of the respondents disagree with the workload of the company. 36.7% of the respondents have an average level of satisfaction. The rest 35.8% of respondents agree with the current workload of the company. 39.5% (mean 2.96 and SD 1.162) of the respondents disagree with the distribution of jobs among employees. Most of the respondents (36.6 %), having a mean value of 2.92 and SD of 1.081, didn't agree on the challenging behaviour of the work.

Most employees (43.1%) agreed with that the company's job descriptions and the freedom on choosing own method of working (41.3%). It has a mean value (3.14&3.15) and SD (1.371&1.208) respectively.

51.4% of respondents having a mean (3.30) and SD (1.159) also agreed with the amount of work. And also 55% of respondents (mean 3.38, SD 1.192) agreed to there is varieties of tasks in the company. In addition to this, 61.4 % (mean 3.50 and SD 1.482) of respondents agreed to take responsibility for the work, that they have done. So for most of the items, that measures the level of employee satisfaction on the nature of the job, respondents showed agreement. That indicates, employees were satisfied with the nature of their job in the organization.

4.4.2 Employee's degree of satisfaction on payment

Table 4.4 Respondents answer related to pay satisfaction

Factors	Strongly Agree(5) %age	Agree(4) %age	Agree somewhat (3)%age	Disagree (2)%age	Strongly disagree (1)%age	mean	Standard deviation
My salary is reasonable for the amount of work in my organization	11.0	17.4	24.8	31.2	15.6	2.77	1.230
My salary can be sufficient to pay my living expenses	5.5	22.0	18.3	29.4	24.8	2.54	1.236
The period of salary increase is appropriate	6.4	15.6	33.0	28.4	16.5	2.67	1.123
My organization has an appropriate salary scale	2.8	28.4	18.3	27.5	22.9	2.61	1.202
Company's attractive salary is the major driver that would make me stay in the organization	11.9	19.3	25.7	24.8	18.3	2.82	1.278

Interpretation

The majority of respondents (46.8%) disagree on the fairness of their salary compared to the amount of work (mean 2.77 and SD 1.230) and 54.2 % (mean 2.54 & SD 1.236) of the respondents did not agree with the amount of their salary. 44.9% of respondents disagree with the period of salary increase (mean 2.67 & SD 1.123). 50.4% also disagree with the salary scale of the company. It has a mean value of 2.61 and SD of 1.202. Furthermore most of the respondents (43.10%) also disagree on the attractiveness of payment in the company (mean 2.82 & SD 1.278). So based on the above result we can say that, most of the respondents didn't agree with the items in pay satisfaction questionnaire. This indicates employees were not satisfied with the salary of the organization.

4.4.3 Employee's degree of satisfaction on company benefits

Table 4.5 Respondents answer related to company benefits

Factors	Strongly Agree(5) %age	Agree(4) %age	Agree somewhat (3)%age	Disagree (2)%age	Strongly disagree (1)%age	mean	Standard deviation
The organization gives me adequate opportunities to learn and growth	18.3	28.4	20.2	19.3	13.8	3.18	1.321
There are promotional opportunities in the company	7.3	33.9	19.3	30.3	9.2	3.00	1.147
I am very satisfied by the bonus payment of the company	24.8	43.1	13.8	12.8	5.5	3.69	1.144
Payments and benefits are effected on time	22.9	31.2	22	16.5	7.3	3.46	1.221
The benefits given by the company are the major driver that would make me stay in my current job	19.3	21.1	29.4	19.3	11	3.18	1.263

Interpretation

A majority of respondents showed agreement for most of the items in the questionnaire. 46.7% (mean 3.18 & SD 1.321) of respondents agree with the educational opportunities given by the company. 41.2% respondents satisfied with the promotional opportunity of the company. 67.9 % (mean 3.69 & SD 1.144) respondents were very satisfied with the bonus payment of the company. Most of the respondents (54.1%) satisfied with the timely payment of salary and other benefits. In addition to this, 40.4% of the respondents agreed with the last item of the company benefits questionnaires. So the overall result showed that most employees satisfied with the benefits given by the company.

4.4.4 Employee's degree of satisfaction on supervisor satisfaction

Table 4.6 Respondents answer related to supervisor-employee satisfaction

Factors	Strongly Agree(5) %age	Agree(4) %age	Agree somewhat (3)%age	Disagree (2)%age	Strongly disagree (1)%age	mean	Standard deviation
My supervisor gives advance notice of changes	6.4	32.1	33	17.4	11	3.06	1.096
My supervisor is willing to listen to my work related problems	12.8	28.4	25.7	23.9	9.2	3.12	1.184
My supervisor praises people who do good work	11.9	28.4	28.4	17.4	13.8	3.07	1.223
My supervisor is willing to work with me in solving any challenges at work	13.8	27.5	27.5	17.4	13.8	3.10	1.247

Interpretation

Based on the results one can easily observe that 38.5% of respondents (with mean 3.06 and 1.096) and 41.2 % (with mean 3.12 & 1.184 and 3.12&1.184 respectively) agreed with the first two items of employee-supervisors satisfaction variables. 40.3% (with mean 3.07 & SD 1.223) of the respondents also agreed with the recognition given by their supervisors when they perform well. Furthermore 41.3 % (with mean value of 3.10 and SD of 1.247) respondents agreed with their supervisor's willingness to cooperate with them to solve different challenges. Based on the above result majority of respondents agree with all items under supervisor-employee satisfaction variable.

4.4.5 Employee's degree of satisfaction on co-worker r/ships

Table 4.7 Respondents answer related to co-worker satisfaction

Factors	Strongly Agree(5) %age	Agree(4) %age	Agree somewhat (3)%age	Disagree (2)%age	Strongly disagree (1)%age	mean	Standard deviation
My relationship with other workers in this company is very good	39.4	28.4	8.3	13.8	10.1	3.73	1.372
There is a high moral among members of the organization	16.5	33	21.1	20.2	9.2	3.28	1.224
There is cooperation among employees in the organization	19.3	36.5	22	16.5	5.5	3.48	1.143
My colleagues always share their knowledge and skills	19.3	35.8	21.1	17.4	6.4	3.44	1.174

Interpretation

Similar to the above job satisfaction variables, most respondents agreed with the items listed in co-worker satisfaction variable. 67.8% (mean 3.73 and SD 1.372) agreed with the good relationships among employees. Respondents (49.5%) also agreed to the item ‘There is a high moral among members of the organization’, by having a mean value of 3.28 and SD of 1.224. There is also 55.8% of employees, who agreed on ‘There is cooperation among employees in the organization’ and 55.1% (with mean value of 3.44 and SD 1.174) agreed with the last item of co-worker satisfaction variable. So the overall result depicts that the majority of respondents satisfied with the relationships among their colleagues.

4.4.6 Employee’s degree of satisfaction on other job opportunities

Table 4.8 Respondents answer related to other job opportunities

Factors	Strongly Agree(5) %age	Agree(4)) %age	Agree somewhat (3)%age	Disagree (2)%age	Strongly disagree (1)%age	mean	Standard deviation
I am intended to look for other job opportunities in another company	15.6	31.2	25.7	21.1	6.4	3.28	1.155
I will quit this job if i get a better pay and benefits in other organizations	28.4	24.8	22.9	15.6	8.3	3.50	1.281
I am already started to search for another job offered by other companies in the same industry	13.8	19.3	22.9	31.2	12.8	2.9	1.254

Interpretation

As we can see from the above table 46.8% of respondents, having a mean value of 3.28 and SD 1.155, agreed with the item ‘I am intended to look for other job opportunities in another company’. 53.2% (with mean 3.50 and SD 1.281) of respondents also agreed with the item ‘I will quit this job if i get a better pay and benefits in other organizations’. Most Respondents (44%) disagree with the last item in other job opportunities variable by having a mean value 2.9 and SD of 1.254. So the overall result indicates that most of the respondents intended to look other job opportunities offered by other companies.

4.4.7 Employee’s degree of satisfaction on employee turnover intention

Table 4.9 Respondents Answer related to Turnover Intention

Factors	Strongly Agree(5) %age	Agree(4) %age	Agree somewhat (3)%age	Disagree (2)%age	Strongly disagree (1)%age	mean	Standard deviation
I always imagine working at a different workplace	16.5	29.4	25.7	19.3	8.3	3.27	1.197
I am already fed up with working in NICE, so i am searching for a better organization at the moment	11	23.9	22	29.4	11.9	2.93	1.219
I often think of giving up the present job	10.1	22.9	32.1	24.8	10.1	2.98	1.138
I will quit this job sometime in the near future	11	20.2	28.4	37.6	2.8	2.99	1.067
I do not have any intention to resign from this company within a short period of time	11.9	30.3	23.9	23.9	10.1	3.10	1.194

Interpretation

The survey results indicated that 45.9 % (with mean 3.27 and SD 1.197) showed agreement on the item ‘I always imagine working at a different workplace’. 41.3 % (with mean 2.93 and SD 1.219) disagree with the second item. 33% of respondents showed agreement and 34.9% showed disagreement for the item ‘I often think of giving up the present job’.

40.4% of respondents disagree to the item ‘I will quit this job sometime in the near future’ and most of the respondents agreed the last item in turnover intention variable ‘I do not have any intention to resign from this company within a short period of time’.

So from the above survey result we can conclude that respondents are not willing to leave their company within a short period of time but they have an intention to leave the company if they get higher opportunities from other companies.

4.5 Correlation Analysis between Job Satisfaction and Employee Turnover Intention

The study made correlation analysis between combined mean value of job satisfaction variables and turnover intention .The numbers indicate whether a positive or negative relationship among the dependent (turnover intention) and independent (job satisfaction factors) variables. The negative pearson's correlation coefficient indicate that, there was a negative relationship between variables. That means an increase in one variable create a decrease in another variable. There was also a positive relationship between other job opportunity and turnover intention.For positive correlation, the reverse is true. The table below confirmed that the relationship between independent variables, such as nature of the job, company benefits, supervisor's satisfaction, payment, co-workers relationships, and other job opportunities, and dependent variable; turnover intention.

Table 4.10 - Correlation Analysis Table

		mean of TOI	mean of PAY	mean of BEN	mean of SS	mean of COWS	mean of OJO	mean of NOJ
mean of TOI	Pearson Correlation	1	-.192*	-.090	-.134	-.174	.428**	-.074
	Sig. (2-tailed)		.046	.354	.163	.070	.000	.444
	N	109	109	109	109	109	109	109
mean of PAY	Pearson Correlation	-.192*	1	.352**	.122	-.001	-.201*	.040
	Sig. (2-tailed)	.046		.000	.206	.991	.036	.677
	N	109	109	109	109	109	109	109
mean of BEN	Pearson Correlation	-.090	.352**	1	.274**	-.040	-.030	.389**
	Sig. (2-tailed)	.354	.000		.004	.681	.757	.000
	N	109	109	109	109	109	109	109
mean of SS	Pearson Correlation	-.134	.122	.274**	1	-.104	.075	.371**
	Sig. (2-tailed)	.163	.206	.004		.284	.440	.000
	N	109	109	109	109	109	109	109
mean of COWS	Pearson Correlation	-.174	-.001	-.040	-.104	1	-.022	.067
	Sig. (2-tailed)	.070	.991	.681	.284		.819	.486
	N	109	109	109	109	109	109	109
mean of OJO	Pearson Correlation	.428**	-.201*	-.030	.075	-.022	1	-.056
	Sig. (2-tailed)	.000	.036	.757	.440	.819		.566
	N	109	109	109	109	109	109	109
mean of NOJ	Pearson Correlation	-.074	.040	.389**	.371**	.067	-.056	1
	Sig. (2-tailed)	.444	.677	.000	.000	.486	.566	
	N	109	109	109	109	109	109	109

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

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

Nature of the job had a negative pearson's correlation coefficient of 0.74, which means there is statistically strongly weak relationship between the two variables ($r = -.074$, $P > 0.05$). There is a negative relationship among the variables, but the relationship is not significant. As a result the alternative hypothesis is rejected. A statistically weak and negative relationship was also absorbed between pay satisfaction and employee turnover intention. The relationship is significant at $r = -.192$, $p < 0.05$. Therefore, the alternate hypothesis is accepted.

The results in table 4.4 also evidenced that similar to nature of the job satisfaction, company benefits ($r = -.090$, $p > 0.05$) also had strongly weak relationship with employee turnover intention. As a result the study rejects the alternative hypothesis. Weak relationship also exists between employee-supervisors satisfaction and employee turnover intention ($r = -.134$, $p > 0.05$). Therefore the alternative hypothesis is rejected.

A statistically moderate and significant positive relationships was absorbed between other job opportunities and turnover intention, as hypothesized ($r = .428$, $p < 0.01$). Therefore, the alternative hypothesis is accepted. The results in table 4.4 also evidenced that co-workers satisfaction ($r = -.174$, $p > 0.05$) had also weak relationship with employee turnover intention in NICE insurance. Therefore the study rejects the alternative hypothesis.

4.6 Inferential Findings

4.6.1 Regression Analysis

In this section the study applied multiple regression analysis in order to identify which factor of job satisfaction was more influential for employee of NICE insurance to leave their company. Regression analysis helps to measure the relative strength of independent variable on dependent variable. It is also used to predict values of the dependent variable from one or more independent variables. We use a regression model in order to find an answer to the specific research questions of the study.

Table 4.11Regration analysis model

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.503 ^a	.253	.209	.78594	.253	5.762	6	102	.000

a. Predictors: (Constant), mean of PAY, mean of COWS, mean of NOJ, mean of OJO, mean of SS, mean of BEN

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.354	6	3.559	5.762	.000 ^b
	Residual	63.005	102	.618		
	Total	84.359	108			

a. Dependent Variable: mean of TOI

b. Predictors: (Constant), mean of PAY, mean of COWS, mean of NOJ, mean of OJO, mean of SS, mean of BEN

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.088	.583		5.292	.000
1 mean of BEN	-.026	.111	-.023	-.230	.818
mean of SS	-.170	.087	-.186	-1.959	.053
mean of COWS	-.173	.080	-.188	-2.168	.032
mean of OJO	.374	.078	.424	4.802	.000
mean of NOJ	.051	.117	.043	.436	.664
mean of PAY	-.073	.089	-.077	-.817	.416

4.6.2 Result of Job Satisfaction Factors that Explain the Variance in Turnover Intention:

In order to analyze the influence of job satisfaction factors on employee turnover intention, the study use a multiple regression model and find out that the degree of association between job satisfaction factors(nature of the job, pay satisfaction, co-workers relationship, supervisors satisfaction, and company benefits) and employee turnover intention is 0.503 and R square value of 0.253.

The job satisfaction factors have a 20.9% of proportion to contribute in variation of turnover intention. The other 79.1% of variation might be the result of other variables. In addition to this the F-statistics value of cumulative variables is 5.76 at 6 and 102 degree of freedom.

As a result we can say that the influence of job satisfaction variables on turnover intention is significantly explaining the variance in turnover intention. Moreover, according to the standard coefficient of beta value analysis, other job opportunity was the best predictor of job satisfaction with beta value of 0.424 at 99% confidence level followed by co-worker satisfaction with beta value of -0.188 at 95% confidence level.

Chapter five

5. Summary of Findings, Conclusion and Recommendation

This study was conducted to investigate the relationship between factors of employee job satisfaction and employee turnover intention in National Insurance Company of Ethiopia (NICE). The study was conducted through questionnaires and interview. Data collected from 109 employees of NICE insurance through questionnaires and from the 3 top level managers and 1 middle level manager through interview method.

5.1 Summaries of Findings

When we see the findings of the research, it is evidenced that the specific research questions that have been raised in chapter one were answered through a descriptive and inferential analysis.

The result of descriptive statistics showed that most of the respondents were satisfied with the nature of the job, benefits given by the organization, relationship between co-workers, and their relationship between supervisors.

Most respondents were not satisfied with the salary of the company. In addition to this, the findings of the research indicate that respondents showed agreement to the items that explains the level of intention of employees for other job opportunities in another companies.

Based on the results of correlation analysis, a significant and positive relationship exists between other job opportunities and turnover intention ($r=.428$, $P<0.01$). And statistically weak and negative relationship also observed between pay satisfaction and employee turnover intention ($r=-.192$, $P<0.05$). There is also negative and weak relationships on other variables such as; Nature of the job has a weak relationship with ($r=-0.074$, $P>0.05$); company benefits ($r=-0.90$, $P>0.05$); supervisor satisfaction ($r=-.134$, $P>0.05$); co-workers satisfaction ($r=-.174$, $P>0.05$)

The result of multiple regression analysis showed that the relative strength of independent variables to make variation on dependent variable. So the findings of the study depicts that, job satisfaction factors have a 20.9% influences on employee turnover intention. This means that there are other variables that contribute a 79.1% of change on turnover intention.

The beta value of job satisfaction variables further explains that other job opportunity variable was the best predictor of job satisfaction, having a beta value of 0.424.

5.2 Conclusions

The major reason of this study was to analyze the relationships between job satisfaction factors and turnover intention in National Insurance Company of Ethiopia.

The descriptive result of employee's level of satisfaction indicates that, respondents satisfied on job satisfaction variables such as nature of the job, benefits given by the company, relationship with their co-workers, and relationship with supervisors. As a result these variables were not considered as the major factors that influence to a high turnover rate of the company.

Other variables such as employee pay and other job opportunities have a significant influence on turnover intention. Most of the respondents dissatisfied with the payment or salary of the company. And most of them have an intention to look other job opportunities in another company.

The result of correlation analysis evidenced that the variables, employee pay and other job opportunities have statistically significant relationship with turnover intention. In addition to this there is a negative relationship between job satisfaction variables; such as nature of the job, Employee pay, company benefits, co-worker relationship, and supervisor satisfaction. Other job opportunities had a positive relationship with employee turnover intention.

Regardless of the extent to create change in the dependent variable, all of the independent variables have influence on turnover intention of NICE insurance.

According to a multiple regression analysis, job satisfaction factors have a 20.9% influence on employee turnover intention. As a result there are other variables which have a 79.9% contribution to a high turnover rate of a company.

5.3 Recommendations

Based on the findings of the research the following useful points are recommended to the users of this research paper for the practical implementation of solutions to the problems rose in chapter one, statement of the problem section. In addition to this it is help full to enhance the satisfaction level of employees in NICE insurance by reducing the rate of employee turnover.

- Other job opportunity variable has statistically strong influence on a high turnover rate of the company. As a result the management should enhance the benefit scheme of the company and create good opportunities to its employees in order to retain experienced employees.
- The variable employee pay has a significant influence on employee turnover rate of NICE insurance. As a result the management should keep revising the salary scale frequently and learn from other competitive insurance companies, which works to attract better employees from other insurance companies like NICE and retain their precious employees by giving attractive salary and benefits.
- The management should actively involved in retention of valuable professional employees because, employees are strategic assets and their knowledge and skills are not be replaced easily , So retaining them helps the organization to achieve its competitive advantages.
- The management of the company should make additional studies on other job satisfaction variables in order to identify other variables, which have a vital role in employee turnover intention.

5.4 Future Research

As we can see from regression result, the cumulative influence of job satisfaction factors, which was selected by the researcher, on turnover intention was 20.9%. It is evident that there are other factors that contribute to a high turnover rate of the company. As a result more researches should be expected from the management of the company in order to solve problems regarding employee's satisfaction, which is the major reason of employee turnover.

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Annexs

Questioner for Employee of National Insurance Company of Ethiopia

Addis Ababa University School of Commerce

Human Resource Management: Post Graduate Program

The purpose of this questionnaire is to collect data's about turnover intention of the employee of National Insurance Company of Ethiopia (NICE). All answers from you will be helpful to carry out a research entitled “the relationship of job satisfaction factors to employee turnover intention in NICE insurance”. The data collected will be kept secretly and will not have effect on you.

Here I kindly request you to attempt all the questions in the questionnaire to meet the aim of the study. Whatever information is provided will be treated with utmost confidentiality and it will be used for academic purpose only. There is no need to write your name.

I thank you in advance

Netsanet Worku

Tel: 0923593304

Email: Netsiworku@gmail.com.

Part I

Background Information

Note: Please tick √ in the appropriate box

1. Gender: Male Female
2. Age (years old): below 25 26-30 31-35 36-40 41-45 above 45
3. Education level: below diploma diploma first degree masters degree above
4. Marital status: Single Married Divorced widowed separated
5. Your level in the company: Non managerial lower level middle level top level
6. Years of Service in NICE Insurance: Less than 1 year 1-3 years 3-5 years
5-7 years 7-10 above 10 years
7. Job characteristics: underwriting finance operations legal others -----
8. Income level: from 586-1500 1501-3000 3001-5000 5001-8000 8001-10000
10001-20000 more than 20000

Part Two

Job Satisfaction and Turnover Intention Questions:

Please indicate the extent to which you agree with each statement below by putting a “√” mark in the appropriate column in the table below against each of the response scales:

5= Strongly Agree; 4 = Agree; 3= Agree Somewhat; 2= Disagree; 1= Strongly Disagree

No	Nature of the job (Extent of the job)	5	4	3	2	1
1	I am satisfied with the current work load					
2	The work load is divided equally among all the organization employees					
3	My job challenges me frequently.					
4	I am clear and agree with my job description.					
5	I am free to choose my own method of working.					
6	I feel that the amount of work I am expected to do is reasonable.					
7	There are varieties of tasks in your work.					
8	I am responsible for the work that I have done.					
	Pay satisfaction					
9	My salary is reasonable for amount of work in my organization.					
10	My salary can be sufficient to pay my living expenses.					
11	The period of Salary increase is appropriate.					
12	My organization has an appropriate salary scale.					
13	Company's attractive salary is the major driver that would make me stay in the organization.					
	Company benefits					
14	The organization gives me adequate opportunities to learn and growth.					
15	There are promotional opportunities in the company.					
16	I am very satisfied by the bonus payment of the company.					
17	Payments and benefits are effected on time.					
18	The benefits given by the company are the major driver that would make me stay in my current job.					
	Supervisors satisfaction					
19	My supervisor gives advance notice of changes.					
20	My supervisor is willing to listen to my work-related problems					
21	My supervisor praises people who do good work.					
22	My supervisor is willing to work with me in solving any challenges at work.					

No	Co-workers satisfaction	5	4	3	2	1
23	My relationship with other workers in this company is very good.					
24	There is a high moral among members of the organization.					
25	There is cooperation among employees in the organization.					
26	My colleagues always share their knowledge and skills.					
	Other job opportunities					
27	I am intended to look for other job opportunities in another company.					
28	I will quit this job if i get a better pay and benefits in other organizations.					
29	I am already started to search for another job offered by other companies in the same industry.					
	Employee turnover intention					
30	I always imagine working at a different workplace.					
31	I am already fed up with working in NICE, so i am searching for a better organization at the moment.					
32	I often think of giving up the present job.					
33	I will quit this job sometime in the near future.					
34	I do not have any intention to resign from this company within a short period of time. (R)					

Interview Guide Questions for Top Level Managers of National Insurance Company of Ethiopia

Addis Ababa University School of Commerce

Human Resource Management: Post Graduate Program

According to the companies three consecutive years of data (2014, 2015, and 2016), employee turnover rate has become increasing from 8% to 14%. Based on this the study is intended to find out the major influential factors that affect on employee turnover.

Here I kindly request you to answer honestly all the questions below in order to meet the aim of the study. Whatever information is provided will be treated with utmost confidentiality and it will be used academic purpose only.

I thank you in advance

Netsanet Worku

Tel: 0923593304

Email: Netsiworku@gmail.com.

1. What is employee turnover on your perspective?
2. Do you think that employee turnover is a serious problem for the company?
3. Do you make an exit interview when employees resign?
4. What do you think about the major reasons that employees are leaving the company?
5. When there is a promotion and transfers do employees treated equally?
6. Do you think the benefit of the company satisfy most of the employees?
7. To what extent employees participate in the decision making process of a company?
8. Is there a smooth relationship between management and employees?
9. Do you agree that employees are paid well for their service?
10. Any comment