

**FACTORS OF EMPLOYEE TURNOVER INTENTION
IN MOHA SOFT DRINKS INDUSTRY SHARE COMPANY
TEKLEHAIMANOT PLANT**

**By:
EndalkachewTibebu**

**A Thesis Submitted in Partial Fulfilment of the
Requirements for the Degree of
Masters in Human Resource Management**

**Addis Ababa University
School of Commerce**

**June, 2015
Addis Ababa**

**FACTORS OF EMPLOYEE TURNOVER INTENTION
IN MOHA SOFT DRINKS INDUSTRY SHARE COMPANY
TEKLEHAIMANOT PLANT**

**By:
EndalkachewTibebu**

**A Thesis Submitted in Partial Fulfilment of the
Requirements for the Degree of
Masters in Human Resource Management**

Advisor: WorkuMekonnen (PhD)

**Addis Ababa University
School of Commerce**

**June, 2015
Addis Ababa**



አዲስ አበባ ዩኒቨርሲቲ
ADDIS ABABA UNIVERSITY

School of Commerce



**FACTORS OF EMPLOYEE TURNOVER INTENTION
IN MOHA SOFT DRINKS INDUSTRY SHARE COMPANY
TEKLEHAIMANOT PLANT**

By: Endalkachew Tibebu

Human Resource Management Department

Approved by Board of Examiners

Workalemeneh
Advisor

[Signature]
Signature

June 28/2015
Date

Abraham Chane
Internal

[Signature]
Signature

June 28, 2015
Date

Tesfaye Debelu
External

[Signature]
Signature

June 27, 2015
Date

TABLE OF CONTENT

CHAPTER ONE

INTRODUCTION	1
1.1. Background of the Study	1
1.2. Statement of the Problem	2
1.3. Research Questions	4
1.4. Objectives of the Study	4
1.4.1. General Objective.....	4
1.4.2. Specific Objectives.....	4
1.5. Definition of Basic Terms	5
1.6. Significance of the Study.....	5
1.7. Delimitation of the Study	6
1.8. Limitation of the Study.....	6
1.9. Organization of the Study.....	6

CHAPTER TWO

LITERATURE REVIEW	7
2.1. Introduction.....	7
2.2. Definition of Turnover and Turnover Intention	7
2.2.1. Definition of Turnover	7
2.2.2. Definition of Turnover Intention.....	8
2.3. Causes of Turnover.....	8
2.4. Cost of Turnover	11
2.5. Related Theories	11
2.5.1. Exit-Voice Theory	11
2.5.2. Job Matching Theory.....	12
2.5.3. Herzberg Two Factor Theory	12
2.5.4. Equity Theory	13
2.6. Identified Factors of Turnover Intention	13
2.6.1. Internal Factors.....	13
2.6.2. External Factor	16
2.7. Conceptual Framework.....	17

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY	18
3.1. Introduction.....	18
3.2. Research Design	18
3.3. Population and Sampling Technique.....	18
3.4. Type of Data and Tools/Instruments of Data Collection.....	19
3.5. Procedures of Data Collection.....	20
3.5.1. Questionnaire Collection.....	20
3.5.2. Response Rate	20
3.5.3. Reliability and Validity	21
3.6. Method of Data Analysis.....	21

CHAPTER FOUR

RESULTS AND DISCUSSION	22
4.1. Introduction.....	22
4.2. Results/Findings of the Study.....	22
4.2.1. Demographic Characteristics of All Respondents.....	22
4.2.2. Information of Respondents' Engagement Status in Job Search	24
4.2.3. Employee Turnover Intention Factors.....	26
4.2.4. Employee Turnover Intentions Features	33
4.3. Discussions.....	35
4.3.1. Demographic Characteristics	35
4.3.2. Employee Turnover Intention Factors.....	35
4.3.3. Employee Turnover Intention Features	39
4.4. Result and Discussion of Respondents' who have no Turnover Intention.....	39

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION.....	40
5.1. Summary.....	40
5.1.1. Internal and External Factors of Employee Turnover Intention.....	40
5.1.2. Pattern of Demographic Characteristics	40
5.2. Conclusion.....	41
5.3. Recommendations	41

References

Appendices

- Appendix A – English Questionnaire
- Appendix B – Amharic Questionnaire
- Appendix C – Interview Questions

LIST OF TABLES

Table 4.1: Respondents' Demographic and Socio-Economic Information.....	22
Table 4.2: Respondents' Engagement in Job Search	24
Table 4.3: Respondents' Job Search Engagement Related to Demographic and Socio Economic Information	25
Table 4.4: Respondents Feeling Towards Nature of the Work	27
Table 4.5: Respondents' View towards Communication of Mission, Vision and Objectives	28
Table 4.6: Respondents' View towards Opportunity for Promotion and Development	28
Table 4.7: Respondents' View towards the Working Environment.....	29
Table 4.8: Respondents' Response on Certainty of Future Career	30
Table 4.9: Respondents' Supervisor Recognition for Work Accomplishment	30
Table 4.10: Respondents' Response on Organizational Commitment.....	31
Table 4.11: Respondents' ViewtowardsRemuneration.....	33
Table 4.12: Respondents' View towards Alternative Employment Opportunity.....	34
Table 4.13: Respondents' Job Search Frequency, Source, Participation in Job Fair and Examination or Interview.....	35

LIST OF FIGURES

Figure 1:	Incremental pattern of resigned employees over the budget year	3
Figure 2:	Conceptual Framework	17

LIST OF ABBREVIATIONS

MOHA: Moha Soft Drinks Industry Share Company

THP: Teklehaimanot Plant

PPS: Proportion to Population Size

SPSS: Statistical Packages for Social Science

ACKNOWLEDGEMENT

First and for most, a special and wordless praise to God, who gave me endurance and strength in the face of all challenges. My most sincere and heartfelt thanks go to Worku Mekonnen (PHD) my thesis advisor, for his unreserved and timely support in checking, commenting and giving constructive advice all along my activities. My deepest gratitude also goes to Temesgen Workiye who has been abundantly helpful and offered me invaluable assistance, support and guidance from the onset of this thesis. It would have been impossible for me to reach at this stage without his assistant.

I am also grateful to my friends Fasika G/Meskel and Asaminew Gemechu for their coordination, collection and timely submission of the questioners and for their valuable contribution in providing me necessary information and data. Without their unreserved help, completion of the project will be difficult. Most deeply and with love, I would like to express my debt to my beloved wife Marta Tefera who played significant role, in encouraging me in every step of pursuing the program, the rest of my life and in keeping the little angel.

ABSTRACT

The objective of the research is to examine the internal and external factors and looking into patterns of demographic characteristics of employees turnover intention in MOHA Teklehimanot plant. The Researcher used descriptive type of research. The study used a sample size of 152 employees of MOHA Teklehimanot plant and 10 ex-employees from different batch. The data had been gathered through structured questionnaire from existing employees and in-depth interview with ex-employees of the company. For the quantitative study the researcher deployed stratified sampling considering each department as stratum and 50% of the department staffs managed self-administered structured questionnaire based on proportion to population size (PPS) method. Simple random sampling was used to distribute among the departments and to identify the specific respondent. For the qualitative study, the researcher employed purposive sampling. Data was analyzed using statistical package for social sciences (SPSS) version 21, descriptive statistics/frequency distribution and cross tabulation/and tables were used. The study identified the internal factors of employee turnover intention were: lack of job freedom & autonomy/Nature of the work, lack of opportunity for promotion and development, uncomfortable working environment, unplanned future career/Uncertainty of future career, lack of organizational commitment and least remuneration and external factor: availability of alternative employment opportunity in the labour market. Finally, the study came up with recommendations which includes; promotional and development policy should be reviewed, safe and motivating environment should be created, career path and career counseling service should be developed, organizational commitments should be reinforced and better remuneration package should be introduced considering internal consistency and fairness.

Key Terms: *Employees, Turnover, Turnover Intention,*

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Turnover intention is a well-known subject to the organization in any business culture and industry. It is one of the most important topics that need due considerations for workplace.

Meyer et al. (1993) defined turnover intention as conscious willfulness to seek other alternative jobs opportunities in other organizations. No matter how big or small the organization, turnover intentions among the employees exists and always be a main concern for organization to reduce or eliminate due to the existence of associated cost.

Researchers such as Ajzen and Fishbein (1980) and Igbaria and Greenhaus (1992), explained that intentions are the most immediate determinants of actual behavior. Intentions are important for organizations and researchers because once people have actually implemented the behavior to quit; there is little likelihood of gaining access to them to understand their prior situation.

Organizations with a high employee turnover rate face expensive recruitment and training cost for the new employee, loss of productivity, public relation cost associated with having a large number of voluntary resignation in the society, spreading gossip about the organizations and a remaining workforce that ends up with work overload and therefore more likely to quit too (Philips, 1990).

The analysis of employees turnover is a vital role of the human resource department as the data may be used to forecast future recruitment requirements and also assists an organization's retention strategy. It also highlights areas of business that may require assistance in terms of people management problem issues. By measuring employee turnover on regular basis an organization can immediately recognize a change in levels and implement strategies for dealing with this.

Previous studies showed that intention to quit is influenced by organizational commitment (Parasuraman, 1982). Rubia (2012) also found that alternative job opportunity and remuneration has a significant influence on turnover intention. This view is also supported by Igbaria and Greenhaus (1991). On the other hand job satisfaction has a significant and negative relationship

with turnover intention (Spector, 1997). Moreover, a study conducted by Ellikson and Logsdon (2002) cited in NezaamLuddy (2005) reflected that turnover intention of employees are influenced by perception of employees satisfaction in terms of pay, promotional opportunities, relationships with supervisors, employee's performance management system and fringe benefits.

Therefore, the study tried to focus on the internal and external factors of employees' turnover intention and to look at the pattern of demographic characteristics of employees' turnover intention and provide recommendations in the MOHA Soft Drinks Industry S.C. Teklehimanot Plant.

1.2. Statement of the Problem

With globalization which is heightening competition, organizations must continue to develop tangible products and provide services which are based on strategies created by employees. These employees are extremely crucial to the organization since their value to the organization is essentially intangible and not easily replicated (Meaghan et al, 2002). Therefore, organizations must recognize that employees are major contributors to the efficient achievement of its success (Abbasi et al, 2000). Organizations should control employee turnover especially, the sources-what determines employee turnover, effects and strategies that managers can put in place to minimize turnover for the benefit of its success.

Turnover intention has been firmly established as the best and most accurate predictor of actual turnover (Chan et al., 2009). Turnover intent can be defined as a conscious and deliberate willingness to leave the organization (Ma and Trigo, 2008).

Employee turnover factors or antecedents can be categorized as job related and organizational factors. Job information, unclear expectations, ambiguity of performance evaluation methods, extensive job pressures, and lack of consensus on job functions are among the job related factors. On the other hand, organizational instability, poor hiring practices, poor managerial style, lack of carrier development, lack of recognition, lack of competitive compensation system are among the organizational factors (Hedwinga, 2012).

Employee turnover is expensive from the view of the organization. Research estimates indicate that hiring and training a replacement worker for a lost employee costs approximately 50 percent of the worker's annual salary (Johnson et al, 2000) – but the costs do not stop there. Each time an employee leaves the firm, productivity drops due to the learning curve involved in understanding the job and the organization. In addition to this, the loss of intellectual capital adds to this cost, not only do organizations lose the human capital and relational capital of the departing employee, but also competitors are potentially gaining these assets.

When we come to MOHA THP, even though it seems enhancing its salary package and other benefits to the employees, the turnover rate is still increasing from time to time except for year 2012. The employees are always looking for a better offer and great opportunity in their career, and therefore it is difficult to reduce the turnover rate among the employees.

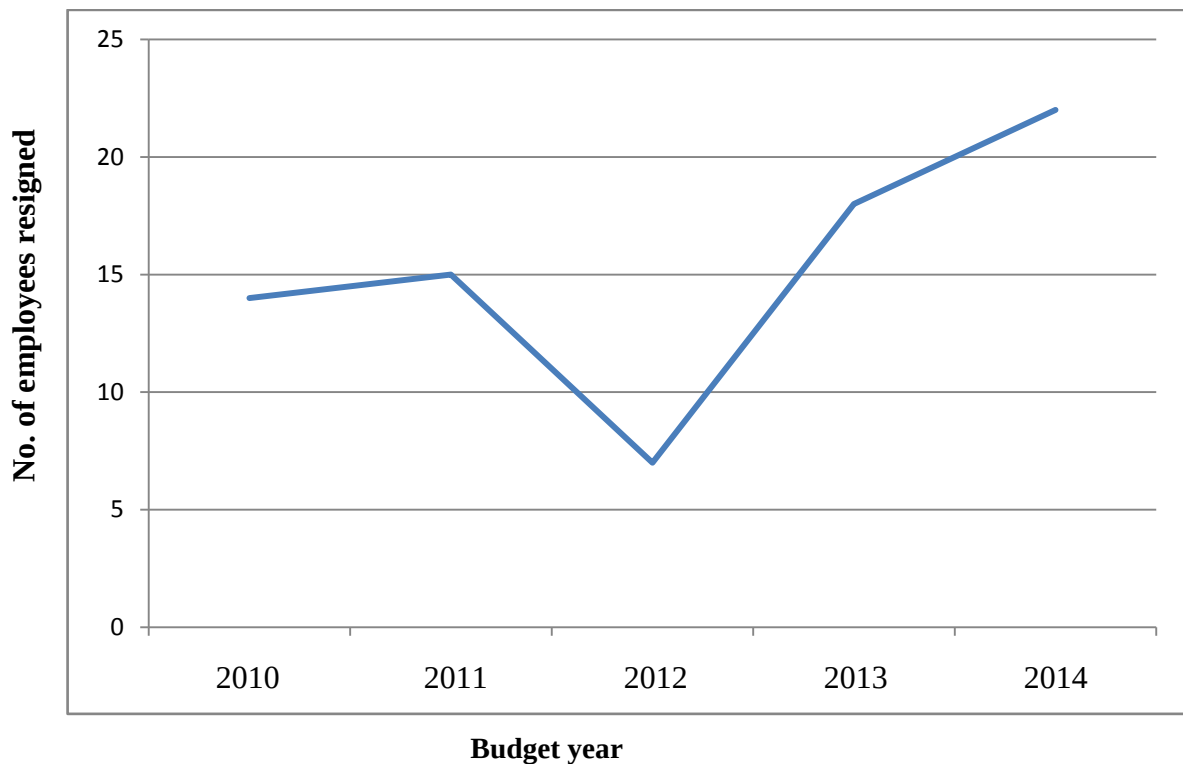


Figure 1: Incremental pattern of resigned employees over the budget years

Source: Annual Reports of MOHA THP

In order to look into the above matter, the researcher tried to make preliminary discussion with 5 management members and 15 employees. The preliminary discussion conducted by the researcher with the management members indicated that they have intention to leave the organization. In search of new environment, challenging job, better compensation package and

absence of carrier development are some of the major reasons of their intention to leave the company.

On top of this, as per the preliminary interview with the employees, majority of them have intention to leave the company by stating in search of better compensation package, new work environment and challenge, better carrier development, ambiguity of performance evaluation methods as some of their major reasons.

From the above preliminary discussion, it is possible to infer that there are both job and organizational related factors that lead to employees' intent to leave the company.

Therefore, this research paper aimed at identifying factors of employees' turnover intention, to examine pattern of demographic characteristics and to provide recommendations to help MOHA THP reduce and in the long run avoid problems arising from employees' turnover.

1.3. Research Questions

The study tried to look at the following basic research questions:

- What are the internal and external factors of employees' turnover intention in MOHA THP?
- Is there a pattern of demographic characteristics of employees' turnover intention across MOHA THP?

1.4. Objectives of the Study

1.4.1. General Objective

The general objective of this study is to investigate the factors of employee turnover intention in MOHA THP.

1.4.2. Specific Objectives

The study has the following specific objectives:

- To find out the internal and external factors of employees' turnover intention in MOHA THP.
- To examine pattern of demographic characteristics of employees' turnover intention across MOHA THP.

1.5. Definition of Basic Terms

The researcher used the following operational definitions of basic terms for this specific research:

- **Turnover:**It is the movement of employees out of an organization (Stan K., 1991).
- **Turnover Intention:**It is employees'intended plan to switch their existing job and search for other.
- **Nature of the Work:**Used as one of the intrinsic motivation factor that can arise from the work itself and the working environment (Armstrong, 2009).
- **Opportunity for Promotion and Development:**Opportunities for growth and development that helps employees to expand their knowledge, skills and abilities and apply the competencies they have gained to new situations.
- **Working Environment:** an environment that is related to safe and motivating workplace and adequacy of the resource needed to achieve the stated objectives (Chan et al., 2000).
- **Career Planning:** It is the process by which ones select career goals and path to this goal. It is basically both an individual's and organizations responsibility.
- **Recognition:**It is one of the most powerful means of rewarding positive performance.
- **Organizational Commitment:** refers to a psychological state that binds the individual to the organization (Mayer and Allen, 1990).
- **Remuneration:** Compensation received in exchange for the work or service performed in the form of monetary rewards.
- **Alternative Employment Opportunity:** Opportunitiesthat are mainly contributed by the external environment with alternative employment in the open market.

1.6. Significance of the Study

This research project looked at the internal and external factors that lead to turnoverintention and the demographic characteristics patterns acrossMOHA THP. Based on this, the findings of the study will help the companyto drive and revitalize the current retention programs and help to save their operations as well.

The findings of this study will also benefit other MOHA Plants to evaluate their current retention strategies and also to save their operations cost as well.

The result of this research study will help to provide valuable insight factors for turnover intention and is expected to be as a reference for future researcher in employee turnover intention study.

1.7. Delimitation of the Study

The objective of this research is to identify the internal & external factors and to examine the pattern of demographic characteristics of employees' turnover intention. The researcher first identifies the internal and external factors that influence employees' turnover intention. Then pattern of demographic characteristics will be examined.

Though there are two branches in Jimma and Nekemte under the supervision of Teklehimanot plant, due to resource constraintssuch as time and money, the researcher is limited tocurrent employees of MOHA THP residing in Addis Ababa.

1.8. Limitation of the Study

Due to time and resource constraint, the target population is limited to permanent employees of MOHA Teklehimanot plant. This study would have more generalizable had it include more plants and branches under MOHA.

1.9. Organization of the Study

The research study is composed of five chapters. The first chapter deals with introductory part that contains background of the concept, statement of the problem, basic research questions, definition of basic terms, objective of the study, significance of the study, delimitation and organization of the paper. The second chapter includes the literatures relevant to the study. This section of the literature discusses in detail about the definitions of turnover and turnover intention, types of turnover, cause of turnover, cost of turnover, theories and identified factors of turnover intention. This is followed by the third chapter where the methodologies adopted are presented. As such the different approaches regarding the type of data collected, the instrument of data collection, the sampling method, and other details are discussed. The fourth chapter is on the results and discussion part. The findings from the survey will be discussed in detail. And finally the summary, conclusion, and recommendation are presented in the fifth chapter.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter review theoretical and conceptual framework of the subject matter under the study. It consists of various sections which present the definitions of turnover and turnover intention, causes of turnover, costs of turnover, related theories, identified factors of turnover intention and conceptual framework. These are discussed below:

2.2. Definition of Turnover and Turnover Intention

2.2.1. Definition of Turnover

The emergence of different organizations in the nation and the related increase in the requirement of skilled labor force leads for competition of organizations to hire and maintain the best employees. Hence, turnover becomes one of the major human resource problems of most organizations. Different scholars have defined turnover in the following manner:

According to Tett and Meyer (1993), turnover is the termination of the employment of an individual with a given organization. (Singh et al, 1994) also define turnover as the rate of change in the working staffs of a concern during a definite period.

Kossen (1991) defined the staff turnover as it is the amount of movement in and out of employees in an organization. On the other hand, Loquercio (2006) define turnover as the proportion of staff leaving in a given time period but prior to the anticipated end of their contract.

Most of the above scholars have defined staff turnover in terms of the indefinite period (permanent) employment contract made between employer and employee. As a result they have assumed the in and out movement of all staffs without considering the type of employment. However, Loquercio's definition excludes the expected termination of contractual employees which is much more expected.

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 et. al, 1998).

Turnover can also be classified as internal or external. Internal turnover involves employees leaving their current position, and taking a new position with same organization. The result positively enforces employee's motivation and negatively disrupts some department's activity. This form of turnover may be as important to monitor as its external counterpart. On the other hand, external turnover exists when the employee quit from the company. The researcher chooses the latter to conduct the study.

2.2.2. Definition of Turnover Intention

Turnover intention is a well-known subject to the organization in any business culture and industry. According to Dougherty et al. (1985) turnover intention is the volunteer intention of employees to have intent to leave the organization. It occurs when an employee is willing to switch their existing job to other, based on their individual desire. No matter how big or small of the organization, turnover intention among the employees exists and it is always a main concern for organization to reduce or eliminate it.

Turnover intention is the extent to which employees intend to quit their employers (Ma and Trigo, 2008). Tett and Meyer (1993) define turnover intention as an intended and conscious willfulness of an employee to leave the organization.

Turnover intention is widely used as a cognitive predictor of turnover (Knudsen et al. 2009). Ma and Trigo (2008) stated that turnover intention can be used as a deputy for actual turnover. Other researchers also suggest turnover intention as one of the strongest turnover predictors (Allen et al., 2010). Liu (2008) defined that turnover intention is an important variable contributing to the act of leaving, as the level of turnover intention affects the act of turnover.

2.3. Causes of Turnover

There are several reasons why people quit from one organization to another or why people leave organization. Hence, the researcher tried to explain the factors with the support of empirical evidence of different studies.

According to Firth et al. (2007), the experience of job related stress (job stress), the range factors that lead to job related stress (stressors), lack of commitment in the organization; and job dissatisfaction make employees to quit. They also explain other factors like sense of powerlessness, locus of control and personal control. This clearly indicates that there are individual decisions which make one to quit.

Moreover, Tor et al. (1997) explain as insufficient information on how to perform the job adequately, unclear expectations of peers and supervisors, ambiguity of performance evaluation methods, extensive job pressures, and lack of consensus on job functions or duties may cause employees to feel less involved and less satisfied with their jobs and careers, less committed to their organizations, and eventually display a propensity to leave the organization.

Organizational instability has been shown to have a high degree of high turnover. Indications are that employees are more likely to stay when there is a predictable work environment and vice versa (Zuber, 2001). In organizations where there was a high level of inefficiency there was also a high level of staff turnover (Alexander et al., 1994). Therefore, in situations where organizations are not stable, employees tend to quit and look for stable organizations because with stable organizations they would be able to predict their career advancement.

Employees have a strong need to be informed. Organization with strong communication systems enjoyed lower turnover of staff (Labov, 1997). Employees feel comfortable to stay longer in positions where they are involved in some level of the decision-making process. Employees should fully understand about issues that affect their working atmosphere (Magner et al. 1996). But in the absence of openness in sharing information and employee empowerment the chances of continuity of employees are minimal.

On the other hand, Griffeth et al. (2000) noted that pay and pay-related variables have a modest effect on turnover. Their analysis also included studies that examined the relationship between pay, a person's performance and turnover. They concluded that when high performers are insufficiently rewarded, they quit. The study also results in overall job satisfaction and work satisfaction and leader-member exchange have a great influence on the turnover. These results

are in line with Kristensen and Westergard-Nielsen (2004) who found that low overall job satisfaction significantly increase the probability of quit.

According to Abassi et al. (2000) poor hiring practices, managerial style, lack of recognition, lack of competitive compensation system in the organization and toxic workplace environment are the factors which make employees to quit from organizations.

Alternative job opportunities and a comparison of alternatives with the present job naturally are predictors of future quits by employees. Being active in job search also has large effect on the turnover intention. This is consistent with research by Kristensen and Westergård-Nielsen (2004) who found that job search is a strong predictor of quits, even better than job satisfaction or changes in job satisfaction. This justifies the use of turnover intentions as a proxy for actual turnover.

A study by Batt et al. (2001) on establishments in the telecommunication industry investigates the relationship between flexible human resource practices and quit rates. The result shows increases of the variables downsizing, percentage part-time workers, percentage temporary workers, percentage electronic monitoring and variable pay result in a higher quit rate.

From the above studies the factors turnover can be categorized as job/individual related, organizational related and factors from the external environment. Job stress, job dissatisfaction, lack of job information, extensive job pressure, lack of consensus on the job function, sense of powerlessness, locus of control, lack of commitment and ambiguity of performance evaluation method are grouped under the job/individual related factors. Under the organizational related factors: organizational instability and inefficiency, lack of communication system, poor human resource practice, lack of competitive compensation system, unhealthy and unsafe work environment and lack of recognition. Availability of alternative job opportunity is categorized under the external factors.

2.4. Cost of Turnover

The reason so much attention has been paid to the issue of turnover is because turnover has significant costs on organizations. Many researchers argue that high turnover rates might have negative effects on the profitability and sustainability of organisations if not managed properly.

Hogan (1992) explains the direct and indirect cost of a single line employee quitting was between \$1,400.00 and \$4,000.00. Turnover has many hidden or invisible costs and these invisible costs are the result of incoming employees, co-workers closely associated with incoming employees, co-workers closely associated with departing employees and position being filled while vacant (Philips, 1990).

Catherine (2002) argues that turnover includes other costs such as lost productivity, lost sales, and management's time, estimate the turnover costs of an hourly employee to be \$3,000.00 to \$10,000.00 each. This clearly demonstrates that turnover affects the profitability of the organization and if it's not managed properly it would have negative effect on the profit.

Research estimates indicate that hiring and training a replacement worker for a lost employee costs approximately 50% of the worker's annual salary (Johnson et al., 2000) – but the costs do not stop there. Each time an employee leaves the firm, productivity drops due to the learning curve involved in understanding the job and the organization. Furthermore, Meaghan et al. (2002) adds to the above costs as the lost intellectual human capital will join to the competitors.

2.5. Related Theories

2.5.1. Exit-Voice Theory

Employee turnover is often caused by dissatisfaction with the way things are running on the work floor. Most of the employees in the organizations are familiar with the talk during lunch breaks on what they think is going bad in the organization. The problem is that often this information is only shared with peers. This might be as a result of various reasons. They might for instance fear that they will be perceived as a trouble because they are giving their opinion unasked. They might also think that the cost of trying to change the situation is larger than the benefit that they get out of it.

According to Hirschman (1970) the exit-voice theory explains the absence of expressing frustrations and discomforts may have implication on the turnover rate. In this theory, which was originally used to explain varieties of customer behavior, he claims that when a person is discontent, he has two possibilities to deal with this feeling. One possibility is expressing his feeling and trying to change the situation, which is called voice. The other possibility is choosing to leave, which is called exit. If the possibilities to use voice are too limited, the employee will choose to leave the firm.

Therefore, organizations should create the right procedures and other mechanisms for the employees to express their feeling and complaints and to feel their opinion being taken seriously, while at the same time decreasing the step to express their dissatisfaction, since they know that the firm wants to hear their complaint. Supervisors interacting with the worker regularly and explicitly asking them about grievances they might help to take discomfort out of the workers before they decide to exit the firm. A study by Spencer (1986) confirms the voice can help reduce the turnover ratio.

2.5.2. Job Matching Theory

Another theory on turnover has been developed by Jovanovic (1979). In his Job Matching Theory, he states that turnover results from new information about the current job match. Before workers start their job, they have imperfect information. Hence they do not know the exact utility it will yield for them. If job tenure increases this utility is becoming more clear, and the worker can then make a choice to stay or leave. In this theory, if a worker sees that a job does not fit their expectations they will leave and search for another job, which might create a better match.

2.5.3. Herzberg Two Factor Theory

Herzberg's two factor theory of motivation classified job factors into two: motivation factors and the hygiene or maintenance factors. Motivation factors relate directly to the job itself. They are concerned with the job content of the work people perform. Failure to provide sufficient quality will cause job dissatisfaction while sufficient supply will lead to job satisfaction and high performance. These factors include achievement, recognition, responsibility, advancement, growth opportunities and so forth (Herzberg, 1968).

On the other hand, Hygiene or Maintenance factors help prevent loss of money, efficiency and demotivation. They are the primary cause of unhappiness at work. They are external and do not relate directly to the persons work. They constitute the persons work environment. They include salaries, job security, working conditions, status, job design; company policies and quality of technical supervision are among others.

2.5.4. Equity Theory

Equity theory of motivation suggests that people are influenced in their behaviour by the relative rewards they either get or are going to receive. The theory is based on the assumption that people are most likely to be motivated by the way they are equitably treated at work. People tend to compare for example the pay they get with what others are paid for the same effort and situation, so that if they are treated unfairly, they will consider themselves as victims of inequity (Robbins, 1997).

2.6. Identified Factors of Turnover Intention

Based on the studies in the literature review and the researcher's practical experience, the following internal and external factors are identified as factors for employees' intention to quit from companies.

2.6.1. Internal Factors

2.6.1.1. Nature of the Work

The intrinsic motivators that can arise from the work itself and the working environment may have deeper and longer lasting effect to the long term motivation and satisfaction of employees than the extrinsic motivators as pay. Though most people work to earn a living, they also work because of the other satisfaction it brings, such as doing something worthwhile, a sense of achievement, recognition, the opportunity to use and develop abilities, the scope to exercise power and companionship (Armstrong, 2009).

Armstrong (2007) also stated that, people will have a positive perception of their jobs when it has the following qualities: meaningful, challenging and interesting and freedom and autonomy.

- **Meaningful:** peoples believe of their work has meaning, worthwhile and appreciated

- **Challenging and Interesting:** relatively few people to choose to work in jobs that are repetitive, routine, little challenge and of little interest. For majority of the people, especially for professionals', challenge and interest are typically a critical component of their intrinsic and reward package and a real demotivator if missing. Therefore, companies should understand the importance and should be proactive to job design and role development.
- **Freedom and Autonomy:** People who feel constrained or micromanaged are very unlikely to be engaged in their work, and this climate is unlikely to be one fostering much discretionary effort. So organizations have much to gain by supporting and enabling reasonable degrees of freedom and autonomy and testing regularly that employees perceive that they exist in the organizations.

2.6.1.2. Opportunities for Promotion and Development

Pergmit and Veum (1999) established that greater the chance of promotion higher will be the job satisfaction of employees. When employees perceive that there are opportunities for promotion they feel satisfied for the prospective place in the organizations. In several previous studies promotion opportunity which is associated to opportunities for professional growth and achievement is one of the best predictor of job satisfaction (Khan & Mishra (2013), Al-Ahmadi, (2002)).

2.6.1.3. Working Environment

Working environment is an environment that is related to safe and motivating workplace for employees and adequacy of the resource they need to achieve the stated objectives.

Chan et al. (2009) in their study to investigate factors that affect nurses' intention to leave from current employment in Macao stated that the work places are a significant predictor. Feeling safe in the working area is an important component of positive work environment. An uncaring environment can influence the satisfaction and turnover intention. According to Chan and Morrison (2000), generating a more nurturing environment would enhance employees' sense of organizational identity and empower them to maintain a better work climate. Consequently, their organizational commitment can be fostered.

2.6.1.4. Career Planning

Career planning is an integral part of manpower planning. It is the process by which ones select career goals and path to this goal. Career planning is basically an individual's responsibility. However, in organizational context, it is the organizations responsibility to guide and direct the employees to develop and utilize their knowledge, ability and resource towards organization development and effectiveness. Employees goal have to be appropriately integrated with organizational goal. The organizations must provide career counselling service.

2.6.1.5. Recognition

Recognition is one of the most powerful methods of rewarding people. Employees need to know not only how well they achieved their objectives or carried out their work, but also that their achievements are appreciated. Recognition needs are linked to the esteem needs in Maslow's hierarchy of needs (Armstrong, 2007). Moreover, Herzberg (cited in Robbins, 1997), identified recognition as 'motivating factors' which serves as a potential for 'satisfiers' that lead to job satisfaction.

2.6.1.6. Organizational Commitment

Organizational commitment refers to a psychological state that binds the individual to the organization (Meyer and Allen, 1990). In contrast to job satisfaction that is linked to the job, organizational commitment emphasizes links to the organization. Organizational commitment is measured through three components. The affective component of organizational commitment- refers to employees' emotional attachment to, identification with, and involvement in, the organization. The continuance component- refers to commitment based on the costs that employees associate with leaving the organization. Finally, the normative component- refers to employees' feelings of obligation to remain with the organization (Meyer and Allen, 1990).

Many studies have consistently supported that increased organizational commitment has been positively associated with individual actions such as decreased intention to search for new jobs and reduced turnover (Meyer and Allen, 1997, Bergman et al., 2000, Jems et al., 2007).

2.6.1.7. Remuneration

Remuneration can be defined as compensation received in exchange for the work or service performed in the form of monetary rewards. It is the most cause of the turnover rate being so high. Employees are in search of jobs which pay well. Herzberg (cited in Robbins, 1997), identified remuneration as 'hygienic factors' which serves as a potential for 'dissatisfiers' if not present in appropriate amount, but not as a potential satisfier or positive motivator. According to Herzberg, this is due to the impact of money on favourable feeling was largely short-term, while its impact on unfavourable feeling was long-term. Satisfaction with pay among existing employees is mainly related to feeling about equity and fairness. External and internal comparison will form the base of these feelings, which will influence their desire to stay with the organization (Armstrong, 2007).

Lum et al, (1998) stated that remuneration is negatively linked to turnover intention in an organization. On the other hand, study by Boxall et al, (2003) indicates that employees switching their job basically are driven by better remuneration at other organization.

2.6.2. External Factor

2.6.2.1. Alternative Employment Opportunity

Alternative employment opportunities are mainly contributed by the external environment where the availability of alternative employment in the open market. Since it appears openly in the market, the access to the availability and other benefits are easily to be obtained by the candidates or future employee. Therefore, it intentionally encourages the employees of organization to switch their career with other organization (Price, 2001). Moreover, there is a positive relationship between alternative employment opportunities and employee turnover intention based on the previous literatures (Igbaria et al., 1991).

2.7. Conceptual Framework

Based on the findings of different studies conducted in different time intervals and as per the results of preliminary interview conducted with employees of MOHA THP, Nature of the work, Opportunity for promotion and development, Working environment, Career planning, Recognition, Organizational commitment, Remuneration and Alternative job opportunities are the key issues on employee turnover intentions. Therefore, the researcher constructs the conceptual framework between the above internal and external factors with the dependent variable-turnover intention.

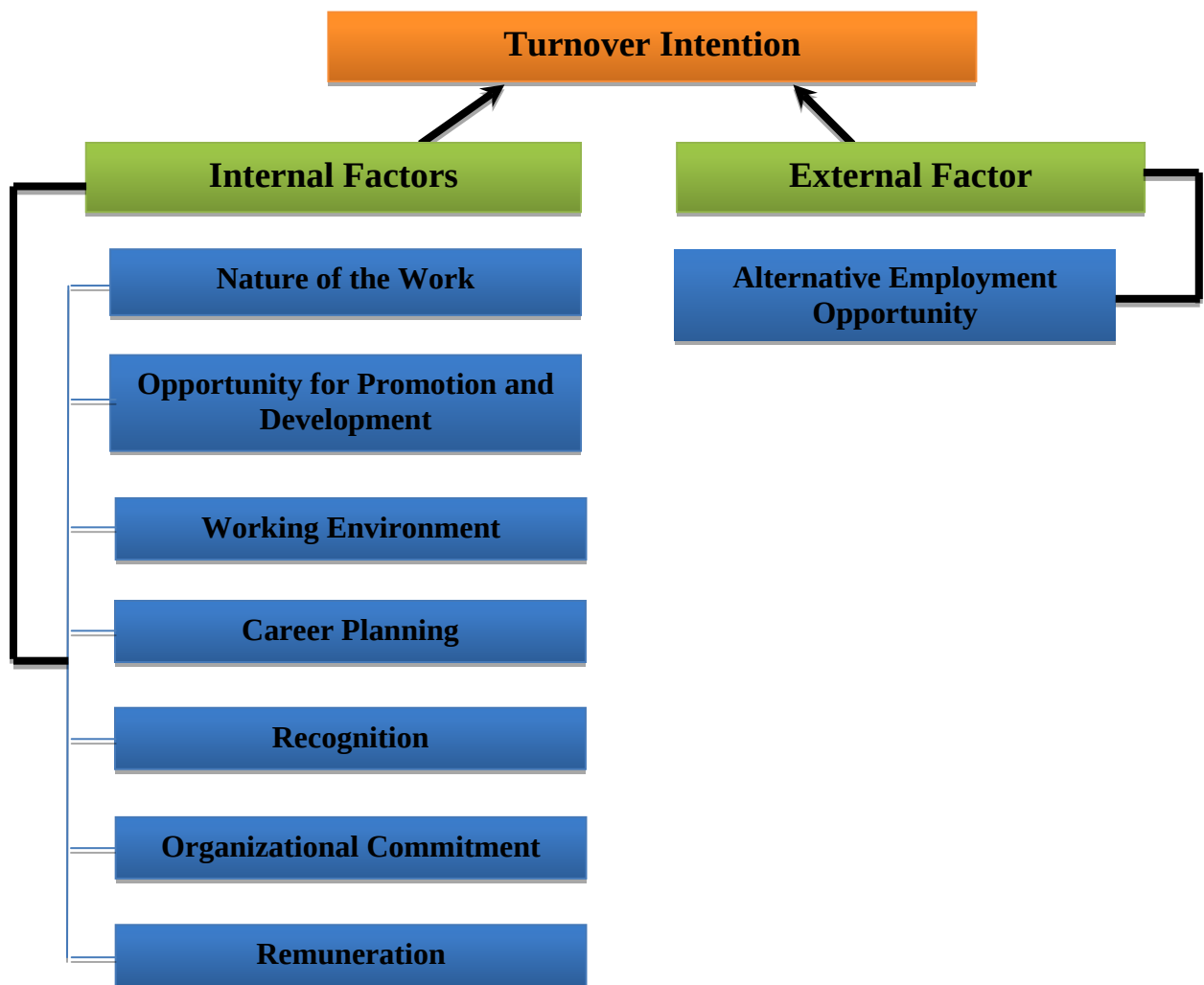


Figure 2: Conceptual Framework

Source: Preliminary interview and literature review

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically (Kothari, C. 2004). It assumes there is a logical order the researcher needs to follow in order to achieve a certain predetermined result (Jonker, J. and Pennink, B. 2010). Thus, this chapter presents the different approaches to the research that were followed in this study such as the research design, data collection methods used, how, when, where the data were collected and by what means it was collected.

3.2. Research Design

The function of research design is to provide for the collection of relevant evidence with minimal expenditure of effort, time and money (Kothari, C. 2014). Descriptive research has been utilized in terms of its purpose as this describes a phenomenon through identifying and obtaining information on the characteristics of a particular issue (Mohamed A., 2010). In this research context, the researcher describes different factors of turnover intention. In order to find answers to the research questions, the researcher deployed quantitative and qualitative data.

3.3. Population and Sampling Technique

For the quantitative study through stratified sampling, where departments are considered to be stratum, 50% of the department staffs managed self-administered structured questionnaire. The staffs in the same stratum are assumed to have nearly similar intention. For the qualitative data collection purposefully selected ex-employees of the factory (from different batch 2010-2014) were tracked based on their willingness and were interviewed by the researcher.

A list of staff employees were observed and used as sampling frame. The samples for the quantitative study were distributed among different departments of the factory based on the proportion to population size (PPS) technique. By doing so, the researcher can ensure enough representation of each of the department. Finally, simple random sampling was used to identify the respondent.

For the qualitative study, the researcher employed purposive sampling that considers availability, and willingness of the respondents. There were respondents from each batch of ex-employees.

The researcher also deployed inclusion and exclusion criteria per below details:

Inclusion criteria

- Those who are permanent employees and resides in Addis Ababa and stayed in the factory above two years.

Exclusion criteria

- Those who are temporary employees
- Those who are outside of Teklehaimanot office/Branch employees
- Those who will be retired after 5 years
- Those who are involved in pre- test of questionnaire
- Those who has less than 2 years tenure

The reason for the inclusion criteria is due to high turnover and availability of employment opportunities in the labour market in Addis Ababa and assumption of two years as a period of gaining an experience by the employees than thinking of leaving. Temporary and branch offices employees are excluded from the study due to their employment type in which they would be terminated when the duration expires and the existence of manpower stability and less turnover at the branch office.

Therefore, based on the above inclusion and exclusion criteria, the researcher used a total sample size of 152 from the population of 304.

3.4. Type of Data and Tools/Instruments of Data Collection

In collecting the data, a mixed methodology was followed – primary and secondary data sources. A self-administered questionnaire and in-depth structured interview was used as a measuring instrument to collect most of the primary data. The self-administered questionnaire was designed in the English Language (Please see Appendix A) and then translated into Amharic for those who are Amharic conversant. (Please see Appendix B).

It has also been tried to incorporate some important ethical and other information in the questionnaire such as the purpose of the study, the way of responding, the aim of the research and the privacy of the information in order to encourage high response.

The questionnaire is composed of three parts as follows:

- Part I. Contained demographic information about the respondents.
- Part II. Contained related information on turnover intention factors
- Part III. Contained turnover intention features information

After getting formal consents from the company officials, the researcher assigned distributor and data collector for the questionnaires. This was done to avoid any bias as the researcher is an employee of the same company.

Interview questions for the ex-employees of the company were prepared and conducted after experts reviewed and made the necessary adjustments. This helped the researcher to have a good insight of the organizations' turnover intention factors. All the ex-employees were interviewed separately through face-to-face and e-mails. The in-depth structured interview with the resigned employees was conducted by the researcher (Please see Appendix C).

To collect the secondary data, annual reports, brochures of the company, books, journals and websites were used.

3.5. Procedures of Data Collection

3.5.1. Questionnaire Collection

After the questionnaires were distributed, the researcher was closely following-up with the data collector to check status of collection. The questionnaires were distributed and then collected in two weeks. The questionnaires were collected in person through data collector assigned by the researcher.

3.5.2. Response Rate

The questionnaire was distributed to employees of MOHA THP. A total of 152 questionnaires were distributed while 122 filled out and returned within two weeks which formed a response rate of 80%. According to Angel and Perry (1981), if the response rate of a given questionnaire is 60% and above, there is no significant effect on the overall finding of the research. 10 of the

questionnaires were discarded as they ticked on the questionnaire that they were not willing to fill in the questionnaire and 112 were considered valid.

3.5.3. Reliability and Validity

Reliability is the degree to which the measure of a construct is consistent or dependable (Kothari, 2004). Internal consistency reliability was tested by the turnover intention factors indicated on the conceptual framework. This was determined by calculating the Cronbach alpha coefficient and the result was .701. The questionnaire validity has been examined and measured by two methods - experts' validation and pilot study. The questionnaire was evaluated by experts in the field to check contextually and comprehensiveness. In addition, the questionnaire was pilot tested and feedback from respondents was incorporated to the questionnaire. At the end of this process, some minor modifications were introduced to the questions and final questionnaires were distributed accordingly.

3.6. Method of Data Analysis

Following the data collection, the questionnaires were reviewed and checked in order to sort out invalid responses and do the necessary cleaning. Then the data was carefully entered and analysed through the computer programs known as Statistical Package for Social Sciences (SPSS) version 21 and Microsoft Excel. Tables and descriptive statistics/frequency distribution and cross tabulation/were used to summarize and analyse the data. The qualitative data was analyzed thematically and triangulated with the quantitative findings.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1. Introduction

This research is designed to respond to the objectives and research questions which are stated in chapter one. It first generates tables and interprets results deploying descriptive statistics in the form of frequencies, percentages and cross tabulation which are aligned with the tools. Following this, major findings are discussed in line with the research objectives.

The result and discussion part of this research focuses on those respondents who are engaged in job search. This is in line with the research questions i.e. to identify the internal and external factors which determine employees' turnover intention and to examine the pattern of demographic characteristics. This is also in accordance with the operational definition i.e. turnover intention is defined as employees' willingness to switch their existing job and search for other. Kristensen and Westergård (2004) in their study also found out that job search is a strong predictor of turnover intention.

Before directly passing to the results of the questionnaire and interview, the research looks at details of all respondents' demographic characteristics. It then indicates those respondents who are engaged in job search as this one is the main focus of this research.

4.2. Results/Findings of the Study

4.2.1. Demographic Characteristics of All Respondents

This part presents the demographic information of all the respondents- age, sex and marital status, completed educational level, tenure and current department.

Table 4.1: Respondents' Demographic Characteristics

Age of the Respondents		
Category	Frequency	Percent
23-29	12	10.7
30-36	46	41.1
37-42	27	24.1
43-50	27	24.1
Total	112	100
Sex of the Respondents		
Female	22	19.6
Male	90	80.4
Total	112	100

Marital Status of the Respondents		
Single	39	34.8
Married	68	60.7
Divorced	2	1.8
Widowed	3	2.7
Total	112	100
Respondents' Completed Educational Level		
Category	Frequency	Percent
Illiterate	1	0.9
Informal Education	4	3.6
Elementary/ 1-8	9	8
Secondary / 9-12	34	30.4
Tertiary / Certificate and above	64	57.1
Total	112	100
Respondents' Total Length of Service		
2-6	37	33
7-11	27	24.1
12-16	19	17
17-21	11	9.8
>22	18	16.1
Total	112	100
Respondents' Current Department		
Finance	8	7.1
Human Resource	16	14.3
Sales	47	42
Technical	9	8
Procurement and Store Supplies	2	1.8
Production	15	13.4
Quality Control and Food Safety	11	9.8
Vehicle Maintenance	4	3.6
Total	112	100

When we see demographic information of the respondents, majority of the respondents i.e. 43.8% are in the age category 30-36 years, 25% in the age category 37-42 years, 20.5% in the age category 43-50 years and 10.7% in the age category 23-29 years. Male respondents comprised of 80.4% whereas 19.6% are female respondents. On the other hand, majority of the respondents are married 60.7%, single 34.8%, widowed 2.7% and divorce 1.8%.

The above table also revealed that 57.1% of the respondents have tertiary level (certificate and above), 30.4% secondary level (9-12), 8% elementary (1-8), 3.6% informal education and the minimum 0.9% illiterate. Regarding the respondents' total length of service or tenure in the company, 33% have a tenure between 2-6 years, 24.1% between 7-11 years, 17% between 12-16 years, 16.1% above 22 years and 9.8% between 17-21 years.

The table also illustrates the current department of the respondents who participated in the study; where majority of the respondents are from sales department i.e. 42%, 14.3% from human resource, 13.4% from production, 9.8% from quality control and food safety, 8% from technique, 7.1% from finance, 4.6% from vehicle maintenance and 1.8% from procurement and store supplies.

4.2.2. Information of Respondents' Engagement Status in Job Search

Per the following table, from the total respondents, a large number of them i.e. 68.8% (77 respondents) are engaged in job search and 31.3% (35 respondents) are not engaged in job search.

Table 4.2: Respondents' Engagement in Job Search

Description	Frequency	Percent
Engage in Job Search	77	68.8
Not Engage in Job Search	35	31.3
Total	112	100

As stated at the beginning of this chapter, the researcher focuses on those respondents who are engaged in job search i.e. on 77 respondents (68.8% of the total respondents). Hence, detailed discussions are not made for those respondents who are not engaged in job search i.e. 35 (31.2%) of the total respondents.

4.2.2.1. Job Search Engagement Related to Demographic Characteristics

Having known respondents who are engaged in job search which is the focus of this research, we next look into these respondents with respect to their demographic characteristics. This table addresses one of the research objectives i.e. to examine demographic pattern of employees' turnover intention across MOHA THP.

Table 4.3: Respondents' Job Search Engagement Related to Demographic Characteristics

Age of the Respondents' * Engagement in Job Search		
Category	Frequency	Percent
23-29	10	83%
30-36	37	80%
37-42	17	68%
43-50	13	48%
Sex of the Respondents' * Engagement in Job Search		
Female	11	50%
Male	66	73%
Marital Status of the Respondents' * Engagement in Job Search		
Single	31	79%
Married	45	66%
Divorce	1	50%
Respondents' Education Level * Engagement in Job Search		
Category	Frequency	Percent
Elementary/ 1-8	5	55%
Secondary / 9-12	26	76%
Tertiary / Certificate & above	46	71%
Respondents' Total Length of Service* Engagement in Job Search		
2-6	32	86%
7-11	21	77%
12-16	12	63%
17-21	7	63%
>22	5	27%
Respondents' Current Department * Engagement in Job Search		
Finance	6	75%
Human Resource	15	93%
Sales	34	72%
Technical	7	77%
Production	2	13%
QC & Food Safety	10	90%
Vehicle Maintenance	3	75%

When we see respondents' demographic information, the above table illustrates that from the total respondents 83% of them are in the age category between 23-29 years, 80% of them between 30-36 years, 63% of them between 37-42 years and 48% of them between 43-50 years. Male respondents comprise of 73% whereas females are 50%. Single respondents are 79%, Married 66% and divorce 50%.

The above table also found out that 71% of the respondents have tertiary level educational background, 76% secondary education and 55% elementary education. With regard to total length of service in the company, a large number of the respondents i.e. 86% stayed in the

company between 2-6 years, 77% between 7-11 years, 63% between 12-16 years, 63% between 17-21 years and 27% above 22 years. Regarding the current departments of the respondents; majority of the respondents are from human resource department i.e. 93%, 90% from quality control and food safety, 77% from technique, 75% from finance, 75% from vehicle maintenance, 72% from sales and 13% from production.

4.2.3. Employee Turnover Intention Factors

Focusing on those who are engaged in job search, this part discusses the following internal and external turnover intention factors which are also discussed in the literature review and conceptual framework. This analysis addresses the research objective/question i.e. to identify internal and external turnover intention factors in the company. Results of internal factors are discussed first then external factor.

Internal Factors

- **Nature of the Work:** – which comprises interference of supervisors/colleagues and routineness and repetitiveness of the work which are implications of job freedom/autonomy and challenging/interesting of the works respectively.
- **Working Environment**
- **Opportunity for Promotion and Development**
- **Career Planning**
- **Recognition**
- **Organizational Commitment:** which comprises intention to stay in the company, belongingness of the company, sense of moral obligation to remain in the company, attitude towards wrongness of leaving the company and attitude towards negative impact of leaving the company?
- **Remuneration:** this comprises attitude towards fair amount of payment, employees' motivation and satisfaction on monetary rewards and same job level payment and its fairness.

External Factor

- **Alternative Employment Opportunity**

4.2.3.1. Internal Factors

This part presents the result of internal factors of job search: Nature of the work, opportunity for promotion and development, working environment, career planning, recognition, organizational commitment and remuneration.

a. Nature of the work

According to the literature, this factor is measured through freedom and autonomy of job and challenging and interesting of the tasks which are reflected through supervisors/colleagues interference and routineness/repetitiveness of tasks respectively.

Table 4.4: Respondents Feeling Towards Nature of the Work

Respondents' Feeling Towards their Supervisors and/or Colleagues Interference		
Category	Frequency	Percent
Yes	26	33.8
No	37	48.1
Do not know	14	18.2
Total	77	100
Respondents' Feeling Towards Routines and Repetitiveness of their Tasks		
Category	Frequency	Percent
Yes	59	76.6
No	18	23.4
Total	77	100

The above table illustrates that majority of the respondents i.e. 48.1% responded that their supervisors/colleagues interfere in their day to day activities, 33.8% of them responded that their supervisors/colleagues do not interfere in their activities and the rest respondents i.e. 18.2% responded neither of the two.

The respondents were also asked to explain the reasons why their supervisors/colleagues interfere in their activities. As per the thematic analysis, out of 59 respondents, 22 (37%) of them stated their reasons while the rest left the questions unanswered. From 22 respondents 14 (64%) respondents negatively explained the interference was caused as there is no defined task boundary between the supervisors/colleagues and the employees and the supervisors want to exercise their power aggressively and 8 (36%) positively explained the interference is to support and facilitate the activities. Regarding the repetitive and routineness of the activities of the respondents, from the total respondent, 76.6% of them responded that activities are not repetitive and routine and 23.4% of them responded activities are routine and repetitive.

b. Opportunity for Promotion and Development

Table 4.6: Respondents' View towards Opportunity for Promotion and Development

Category	Frequency	Percent
Yes	20	26
No	56	72.7
Do not know	1	1.3
Total	77	100

Per the above table, 72.7% respondents responded negative towards availability of promotion and development whereas 26% of them affirmed availability of promotion and development and only 11.3% did not respond the question.

An interview was also conducted with ex-employees of the company to describe the major reasons why they left the company and to compare MOHA's practice of promotion and personal development with others in the industry. According to the thematic analysis⁵ of the interviewee described that lack of promotion and personal development was one of the major reasons that forced them to quit. They were also asked to compare MOHA with the companies they joined after they quit. The result shows other companies in the industry were highly engaged in intensive career promotion and personal development unlike MOHA.

c. Working Environment

Table 4.7: Respondents' View towards the Working Environment

Category	Frequency	Percent
Yes	32	41.6
No	45	58.4
Total	77	100

The above table illustrates that majority of the respondent i.e. 58.4% conveyed their negative view towards the working environment and 41.6% of them feel positive.

Respondents were also asked to explain the reasons why they feel negative towards their working environment. As per thematic analysis, out of 45 respondents 30 (67%) of them explained their reasons while the rest left the questions unanswered. Out of 30 respondents, 20 (67%) of them responded due to noisy and narrowness of the plant, 6 (20%) due to work overload and 4 (13%) due to lack of working and safety tools.

According to the interview conducted with ex-employees of the company regarding feeling towards the environment, 4 of them described the working environment was not comfortable due to less attention given for workplace arrangement/Ergonomics/ and strident or noisy environment. While 3 of them described the working environment was good specially their relationship with their ex-colleagues.

d. Career planning

Table 4.8: Respondents' Response on Certainty of Future Career

Category	Frequency	Percent
Yes	18	23.4
No	54	70.1
Do not know	5	6.5
Total	77	100

Regarding the respondents' future career planning, majority of the respondents i.e. 70.1% were not certain about their future career in the company. On the contrary, 23.4% of the respondents indicated that they are certain about their future career in the company and the remaining 6.5% are neither certain nor uncertain about their future career.

The above result was strongly supported by the result of an interview conducted with ex-employees of the company as 5 of them responded that uncertainty of their future career pushed them to look outside.

e. Recognition

Table 4.9: Respondents' Supervisor Recognition for Work Accomplishment

Category	Frequency	Percent
Yes	46	59.7
No	19	24.7
Do not know	12	15.6
Total	77	100

As per the above table, majority of the respondents i.e. 59.7% responded positive towards the practice of recognition. 24.7% of them responded negatively towards recognition of accomplishment of work.

Ex-employees of the company were also interviewed to describe their feeling towards superiors' recognition. 6 of the interviewees described they had a good relationship with their superiors

with regard to recognition; whereas, 2 of them stated that they had not been recognized for their work accomplishment by superiors.

f. Organizational Commitment

As discussed in the literature review, organizational commitment comprises of intention to stay in the company, belongingness of the company, sense of moral obligation to remain in the company, attitude towards wrongness of leaving the company and negative impact of leaving the company.

Table 4.10: Respondents' Response on Organizational Commitment

Respondents' Feeling about Spending the Rest of the Career in the Company		
Category	Frequency	Percent
Yes	21	27.3
No	56	72.7
Total	77	100
Respondents' Feeling towards Belongingness for the Company		
Yes	22	28.6
No	53	68.8
Do not know	2	2.6
Total	77	100
Respondents' Feeling towards Moral Obligation to Serve the Company		
Yes	30	39
No	38	49.4
Do not know	9	11.7
Total	77	100
Respondents' Feeling towards Wrongness of Leaving the Company		
Yes	19	24.7
No	38	49.4
Do not know	20	26
Total	77	100
Respondents' Feeling towards Negative Impacts of Leaving the Company		
Yes	14	18.2
No	41	53.2
Do not know	22	28.6
Total	77	100

The above table illustrates that majority of the respondent i.e. 72.7% responded they do not want to spend their career in the company. While 27.3% want to spend their career in the company.

Respondents were also asked to give their reasons to stay or leave the company. According to thematic analysis, out of 56 respondents, 51 (91 %) answered and the rest left unanswered.

Out of 51 respondents, 30 (58%) of them do not want to stay in the company; out of this 33% mentioned due to lack of promotion and personal development and succession planning, 40% responded least and unfair salary payment, 27% of them indicated lack of transparency. The remaining 21 respondents wanted to stay in the company; out of this, 24% mentioned due to existence of promotional and personal development, 38% stated comfortableness of the company and 38% of them indicated difficulty to have job after quitting from the company.

The above table also revealed that 68.8% of the respondents are not emotionally attached to the company, while 28.6% of the respondent responded they were emotionally attached to the company. The rest 2.6% responded indifferent.

According to the above table, 49.4% of the respondents feel morally not obliged to serve the company, 39% have personal norms to serve the company and the rest 11.7% did not respond the question.

Regarding the respondents' thinking of wrongness of leaving the company, 49.4% respondents pointed out that leaving the company should not be considered as a wrong act, while 26% responded indifferent. The remaining 24.7% responded leaving from the company is wrong for them.

From the total respondents, 53.2% responded leaving the company would not have a negative impact on them, i.e. they committed less for their company. 28.6% of them responded leaving the company would cost them.

g. Remuneration

This comprises of attitude towards fair payment, employees' motivation and satisfaction on monetary rewards and same job level payment and its fairness.

Table 4.11: Respondents' View towards Remuneration

Respondents' Feeling of Being Paid Fair Payment		
Category	Frequency	Percent
Yes	11	14.3
No	66	85.7
Total	77	100
Motivation of the Respondent with Monetary Reward		
Yes	51	66.2
No	26	33.8
Total	77	100
Respondents' Satisfaction with Monetary Reward		
Yes	19	24.7
No	32	41.6
Missing System	26	33.8
Total	77	100
Respondents' Comparison of their Pay with Others		
Yes	65	84.4
No	12	15.6
Total	77	100
Respondents Feeling about Fairness of Pay		
Yes	15	19.5
No	50	64.9
Missing System	12	15.6
Total	77	100

As per the question related to fair payment for job performed, a large number of the respondents i.e. 85.7% responded they did not receive fair payment. The rest i.e. 14.3% responded positive for the payment they received.

Regarding this issue an interview was also conducted with ex- employees of the company and majority of them pointed out that one of the major reasons that pushed them to quit from the company was the least amount of payment they received compared to work performed. Moreover, salary survey data from the human resource department revealed that the company's pay level is categorized lower than those companies in the industry which pays more.

The research also tried to investigate the company's practice of motivating employees with monetary rewards. Accordingly, majority of them i.e. 66.2% responded positively to the query, while the remaining 33.8% responded against the query. Based on this, those respondents who

answered positive also asked to forward their satisfaction level. The result shows that from the total of 51 respondents, 41.6% of them were not satisfied with monetary reward and 24.7% respondents were satisfied.

Regarding respondents' feeling towards the income of others in the same job grade, majority of them 84.4% had experience of comparing their pay with others having the same job grade. The rest 15.6% respondents do not have any experience. Moreover, those respondents who compared their income with others were also asked to point out its fairness. The result shows that from the total of 65 respondent, 50 (64.9%) answered it was unfair. The remaining 15 (19.5%) responded it was fair.

4.2.3.2. External Factor

This part presents the result of external factor of job search i.e. alternative employment opportunity.

a. *Alternative Employment Opportunity*

Table 4.12: Respondents' View towards Alternative Employment Opportunity

Category	Frequency	Percent
Yes	63	81.8
No	3	3.9
Do not know	11	14.3
Total	77	100

As per the above table, 81.8% respondents confirmed availability of employment opportunities in the labor market, 14.3% did not respond to the question and 3.9% pointed out that there are no alternative employment opportunities in the labor market.

Interview was also conducted with ex-employees of the company. Accordingly, 8 interviewees strongly supported the availability of employment opportunities in the labor market.

4.2.4. Employee Turnover Intentions Features

This part also focuses on those employees who are engaged in job search. The reason for raising these questions is to support/strengthen the findings on employees' turnover intention.

Table 4.13: Respondents' Job Search Frequency, Source, Participation in Job Fair and Examination or Interview

Respondents Job Search Frequency		
Category	Frequency	Percent
Every Day	19	24.7
Every Week	26	33.8
Monthly	17	22.1
Annually	15	19.5
Total	77	100
Respondents' Job Search Source		
Newsletters	25	32.5
Websites	25	32.5
Recommendations	17	22.5
All	5	6.5
Missing System	5	6.5
Total	77	100
Respondents Participation In Job Fair		
Yes	19	24.7
No	33	42.9
Do not know	25	32.5
Total	77	100
Respondent's Interview/Exam Experience by other Company		
Yes	47	61
No	12	15.6
Do not know	18	23.4
Total	77	100

From the total respondents, 33.8% of them search job every week, followed by 24.7% every day, 22.1% monthly and 19.5% annually. Moreover, the same respondents were asked to reply the sources used to search jobs. The result shows 32.5% of the respondent used newsletters, 32.5% websites, 22.1% through other people and 6.5% used all the choices.

Regarding the respondents' participation in the job fair, majority of them i.e. 42.9% are not participated in job fair, 32.5% did not respond and 24.7% participated in the job fair. Respondents were also asked to respond if they took an interview and/or examination. The result shows a relatively large number of the respondents i.e. 61% had an interview and/or took examination by other company, 23.4% did not respond to the question and 15.6% did not had an interview and /or took examination.

4.3. Discussions

4.3.1. Demographic Characteristics

One of the research questions was to examine the demographic pattern of employees' turnover intention. Accordingly, the study revealed that majority of the respondents are in the age category between 23-29 years with secondary and above educational background. This implied that MOHA THP has potential human resources. Employees in this age and education category are productive and they have the capacity to make a positive change for the organization if they can be retained and kept motivated. However, if not properly handled they will be shifted to other organization. The sample was a relatively large number of male respondents to that of female respondents. Different studies found out that single employees have more turnover rate than married ones due to less family responsibility. Moreover, this study also revealed that single respondents have greater intention to leave than others.

On the other hand, regarding the respondents tenure, other studies shows that as employees' years of service in the company increases; they are less likely to experience intent to leave (Hedwinga, 2012). Accordingly, this study revealed that majority of the respondents has served the organization in less than 6 years, i.e. the highest rate of turnover tends to be among those who have recently joined an organization. This result can be an indicator of the long time continuity of turnover problem in the company as the relatively large number of the respondents has a short time of stay in the company. Finally, this study revealed that respondents from the human resource and quality control & food safety department are more intent to leave. Hence, these respondents should be given a special attention.

4.3.2. Employee Turnover Intention Factors

4.3.2.1. Internal Factors

a. Nature of the Work

Positive feeling towards the nature of the work as intrinsic motivators have deeper and longer lasting effect to the long term motivation and satisfaction of employees than the extrinsic motivators. People will have a positive perception of their jobs when the job has the following qualities: meaningful, challenging and interesting and freedom and autonomy (Armstrong, 2007).

Coming to MOHA THP, the result of the study revealed that those respondents who have turnover intention are moderately influenced with the nature of the work as they perceived negative towards supervisors/colleagues interference and positive towards feeling of their activity/routine and repetitiveness. This implies that even if a relatively large number of the respondents feel positive towards their activities/routine and repetitiveness, it looks like that the company should take measure to decrease the repetitive nature of the job for those respondents as they might have the probability to shift to the other group.

b. Opportunity for Promotion and Development

When employees perceive that there are opportunities for promotion they feel satisfied for the prospective place in the organizations. In several previous studies promotion opportunity which is associated to opportunities for professional growth and achievement is one of the best predictor of job satisfaction (Khan & Mishra (2013), Al-Ahmadi, (2002)).

The result of this research study revealed that most of the respondents who have intent to leave the company ascertained as there is no opportunity for promotion and development in the company. Moreover, this is in line with the interview result of ex-employees the company as they pointed out that lack of opportunity for promotion and development was one of their major reasons to quit from the company. Therefore, measures should be taken to reinforce opportunities for growth and personal development.

c. Working Environment

As the human factor is the key asset in the organizations, employees working environment should be safe, motivating and adequately resourced to achieve the strategic objectives of the organizations. According to Chan and Morrison (2000), generating a more nurturing environment would enhance employees' sense of organizational identity and empower them to maintain a better work climate and an uncaring environment can influence the job satisfaction and turnover intention.

This research study revealed that most of the respondents who have intent to leave the company influenced by the uncaring and unsafe working environment as they perceived negative towards their working environment. This view is also strongly supported by the result of interview conducted with ex-employees of the company. Hence, the company should generate a better and nurturing work climate to retain its employees.

d. Career Planning

Career planning is the process by which ones select career goals and path to this goal. Organizations should have the responsibility to guide and direct the employees to develop and utilize their knowledge, ability and resource towards organization development and effectiveness. Employees goal have to be appropriately integrated with organizational goal and they must be sure that the future career in the organization subject to unforeseen factors.

With regard to the practice of career planning in the company, this research revealed that most of the respondents who have turnover intention are influenced with inexistence of career planning in the company i.e.theirfuture career is uncertainty. Therefore, the company should develop career goal and path and guide them towards its achievement.

e. Recognition

Recognition is one of the most powerful methods of rewarding people. Employees need to know not only how well they achieved their objectives or carried out their work, but also that their achievements are appreciated. Herzberg identified recognition as ‘motivating factors’ which serves as a potential for ‘satisfiers’ that lead to job satisfaction.

Therefore, unlike other findings, this research finding revealed that respondents’ intention to leave the company was not related to the practice of supervisor recognition as they responded that they are recognized by their supervisors. Hence, the company should keep on recognizing employees for their accomplishment of work.

f. Organizational Commitment

Kanter (1968) defined continuance or perceived cost commitment as it occurs when there is a profit associated with continued participation and a cost associated with leaving. He also stated that an employee who has a strong affective or emotional attachment to the organization is more involved in and enjoys membership in the organization. Some researchers on the other hand identified normative commitment or personal norms or sense of moral obligation is important contributor behavior including terminating from the organizations (Prestholdt et al., 1987).

From the result part of this research, we can infer that respondents don’t want to spend the rest of their carrier in the company with no attachment or belongingness. In addition, they lack moral

obligation to serve the company, think that it is not wrong and will not be negatively affected if they leave the company. Hence, from their response, it is possible to assume that these employees with lack of organizational commitment are highly suspicious to have intent to leave from the company.

g. Remuneration

Different scholars stated that remuneration is negatively linked to turnover intention in an organization (Lum et al, (1998). Satisfaction with pay among existing employees is mainly related to feeling about equity and fairness. External and internal comparison will form the base of these feelings, which will influence their desire to stay with the organization (Armstrong, 2007).

The result found from this research also supports as most of respondents' intention to leave from the company is due to the least payment they receive. Moreover, even if employees think that the company motivates with monetary rewards, their satisfaction level found out to be very low. Therefore, unless some measure is taken by the company, these employees may easily experience intention to leave the company.

From the result, it was also found out that majority of the respondents compare their pay level with others having same job level and stated that their payment is not fair. This shows that the employees were sensitive to the incomes of others in the same job grade. Therefore, unless the company implements a strategy to deal with the unfairness of the income level of those employees with same level, they may quit the company.

4.3.2.2. External Factor

a. Alternative Employment Opportunity

The availability and accessibility of alternative employment opportunities in the market will encourage the employees to switch their career to other organization (Price, 2001).

The result is also in line with the above as it indicated that majority of the respondents' ascertained availability of employment opportunity in the labor market. From this we can infer that this is also one of the major factors to have intent to leave the company unless the company takes appropriate measure to retain its employees.

4.3.3 Employee Turnover Intention Features

This implied that majority of the respondents search job every week and every day which implied respondents' high intention to leave the company. From this we can infer that respondents intensively search for jobs to leave the company.

4.4. Result and Discussion of Respondents' who have no Turnover Intention

This part discusses those respondents who are not engaged in job search. Since this part is not the objectives of the research study, detailed discussions are not made.

From the total respondents of the study (112), 31.3% of them responded that they have not engaged in job search. Accordingly, majority of the respondents are in the age category between 43-50 years, unlike to those respondents who are engaged in job search. Male respondents are greater in number over female respondents. Most of the respondents have tertiary level educational background. Married respondents are outnumbered over the others. Regarding the respondents' tenure or years of service stayed in the company, majority of the respondents are stayed more than 22 years, which is in line with most of the research findings. Production and Sales department respondents are among others who are not engaged in job search.

Coming to the respondents view towards the internal and external factors of employees turnover intention, majority of the respondents have positive view towards nature of the work, working environment, availability of opportunities for promotion and development, supervisor recognition and organizational commitment. However, their view towards career planning and remuneration package is negative. Regarding their view on alternative employment opportunity, a large number of respondents responded that there are no other alternative employment opportunities that match their skill. From this we can infer that, unless the company implement a strategy to deal with respondents' future career planning and remuneration package, these respondents may feel differently and experience intent to leave the company.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Summary

The summary or findings of the study in relation to the research questions addressed in chapter one is presented here under according to their significance/rank of influencing respondents' intention to leave the company.

5.1.1. Internal and External Factors of Employee Turnover Intention

Internal Factors

- 1st - Least remuneration
- 3rd - Lack of opportunity for promotion and development
- 4th - Uncertainty of future career/Unplanned future career
- 5th - Lack of organizational commitment
- 6th - Uncomfortable working environment
- 7th - Lack of job freedom and autonomy/Nature of the work

External Factor

- 2nd - Availability of alternative employment opportunity.

From the internal factors nature of the work was moderately related to turnover intention as respondents ascertain the supervisor/colleagues interference in their activities/lacks job freedom & autonomy and their activities were not routine & repetitive/their job has challenging & interesting tasks. Recognition was unrelated to factors that contribute turnover intention.

5.1.2. Pattern of Demographic Characteristics

Regarding the pattern of demographic characteristics related to turnover intention, majority of the respondent are male in the category of productive age/23-29/with secondary and above educational background. With regard to marital status, a large number of the respondents are single. Most of the respondents' tenure or service stayed in the company is less than 6 years. Human Resource, Quality Control and Food Safety and Technique departments are among the other which experienced high intention to leave the company.

5.2. Conclusion

From the above summary, it is possible to infer that majority of the identified factors: nature of the work/lack of job freedom & autonomy, lack of opportunity for promotion & development, unplanned future career /uncertainty of future career, uncomfortable working environment, lack of organizational commitment, least remuneration and availability of alternative employment opportunity were contributed to the respondents' intention to leave the company. However, one identified factor i.e. recognition was found to be unrelated to the respondents' intention to leave the company.

Coming to the respondents' demographic characteristics result, the age category between 23-29- which is productive experienced intention to leave the company along with single and male respondents. Respondents with better educational background have intent to leave the company. On the other hand, respondents with less experience have intent to leave the company which shows a clear turnover problem. Human resource and quality control & food safety departments' employees are among others which have intention to leave the company.

5.3. Recommendations

Based on the result of the study and observed problem in the company, the following suggestions are brought forward as these findings suggest several course of action for the company to intervene and control the turnover intention of employees which is becoming very costly from the company point of view.

- Since the human factor is central to every function of the company, new strategies should be developed so as to increase the opportunity for promotion and personal development based on performance.
- A remedy should be made to convert the working environment in to safe, motivating and adequately resourced for employees to perform their duties with their full capacity and effort.
- The company should be committed to develop career paths for employees who will facilitate the company's ability to recruit and retain top performing employees.
- The company should attempt to create a positive attitude culture in the working environment and reinforce organizational commitment through identifying barriers for managers and

employees, and make the company more adherent at the time of making decisions about the issues which deal with the lives and health of people.

- The company should revise the pay structure in line with the labor market taking into consideration of the ability to pay. Moreover, the existing and future (if) pay structure should result in internal consistency and fairness among jobs that have same grade.

References

- Abassi, SM and Hollman, KW (2000) *Turnover: The Real Bottom Line Public Personnel Management*. vol. 29. no. 3. pp. 333-342.
- Ajzen I. and Fishbein M. (1980) *Understanding attitudes and predicting social behaviors*. New Jersey: Prentice Hall.
- Allen, D.G., Bryant, P.C. and Vardaman, J.N. (2010) Retaining talent: Replacing misconceptions with evidence-based strategies. *The Academy of Management Perspectives*. 24(2). pp. 48-64.
- Alexander J, Bloom J, and Nuchols B. (1994) Nursing turnover and hospital efficiency: an organization-level analysis. *Industrial Relations*. 33(4). pp. 505-520.
- Al-Ahmadi, H.A. (2002) Job Satisfaction of Nurses in Ministry of Health Hospitals in Riyadh: Saudi Arabia. *Saudi Medical Journal*. 23. pp. 645-650.
- Armstrong, M. (2007) *A Handbook of Employee Reward Management and Practice*. London and Philadelphia: Kogan Page.
- Armstrong, M. (2009) *A Handbook of Human Resource Management Practice*. 11th ed. London and Philadelphia: Kogan Page.
- Batt, Rosemary, Colvin, Alexander and Keefe, Jeffrey (2001) Employee Voice, Human Resource Practices, and Quit Rates: Evidence from the Telecommunications Industry, *Center for Advanced Human Resource Studies Working Paper Series*. Paper 67.
- Bergmann, T.J., Lester, S.W., De Meuse, K.P. and Grahn, J.L. (2000) Integrating the three domains of employee commitment: an exploratory study. *Journal of Applied Business Research*. vol. 16. no. 4. pp. 15-26.
- Catherine M. Gustafson (2002) Staff turnover: Retention. *International Journal of contemporary Hospital Management*. 14 (3). pp. 106-110.
- Chan, M., Luk, A., Leong, S., Yeung, S. and Van, I. (2009) Factors influencing Macao nurses intention to leave current employment. *Journal of clinical nursing*. (816), pp. 893-901.
- Chan, E.Y., & Morrison, P. (2000) Factors Influencing the Retention and Turnover Intention of Registered Nurses in Singapore Hospital. *Nursing and Health Science*. 2. pp. 113-121.

- Cook, J. and Wall, T. (1980) New work attitude measures of trust, organizational commitment and personal need non-fulfillment. *Journal of Occupational Psychology*.no.53. pp. 39-52.
- Dougherty, T.W., Bluedorn, A.C.andKeon,T.L. (1985) Precursors of employee turnover: A multiple sample casual analyses. *Journal of Occupational Behavior*. 6. pp. 259-271.
- Egan, T.M., Yang, B. and Bartlett, K.R. (2004)The effects of organizational learning culture and job satisfaction on motivation to transfer learning and turnover intention. *Human Resource Development Quarterly*.15(3). pp. 279–301.
- Firth L., David J. Mellor, Kathleen A., Moore and Claude Loquet (2007) How can managers reduce employee intention to quit? *Journal of ManagementPsychology*.19(2).pp. 170-187.
- Griffeth, R.,Hom, W., Peter W. and Gaertner, Stefan (2000) A Meta-Analysis of Antecedents and Correlates of Employee Turnover: Update, Moderator Tests, and Research Implications for the Next Millennium.*Journal of Management*.Vol. 26.No. 3. pp. 463–488.
- Hedwinga, A. (2012) *Causes of Employee Turnover in Micro finance Institutions in Tanzania: The Case Study of Presidential Trust Fund*. Unpublished Material.
- Heneman Herbert, Donald Schwab, and John Fossum(1998)*Personnel/ Human Resource Management*. Universal Book Stall: New Delhi.pp. 181.
- Herzberg, F. (1968) One more time: how do you motivate employees? *Harvard Business Review*. 46 (1). pp. 53–62.
- Hirschman and Albert O. (1970) *Exit, Voice and Loyalty*.Harvard University Press.
- Hogan, J.J. (1992) Turnover and what to do about it.*The Cornell HRA Quarterly*.33(1).pp. 40- 45.
- Igbaria, M. and Greenhaus, J.H. (1992) Determinants of MIS employees' turnover intentions: A structural equation model.Communication of the ACM.35. no. 2.pp. 35-49
- Igbaria, M., Greenhaus, J.andParasuraman, S. (1991) Career orientations of MIS employees: an empirical analysis.*MISQuarterly*. 2. pp. 150-69.
- James, B.,Madupalli, R., Brian, R. and John, A.W. (2007) The relationship of facets of salesperson job satisfaction with affective organizational commitment.*Journal of Business and Industrial Marketing*.vol. 22.no. 5. pp. 311-321.

- Johnson, J., Griffeth, R.W. and Griffin, M. (2000) Factors discrimination functional and dysfunctional sales force turnover. *Journal of Business Industrial Marketing*.15(6).pp. 399-415.
- Jonker, J. and Peenink, B. (2010) *The Essence of Research Methodology: A Concise Guide for Master and PhD Students in Management Science*. Berlin: Springer-Verlag Berlin Heidelberg.
- Jovanovic, B. (1979) Job Matching and the Theory of Turnover.*Journal of Political Economy*.University of Chicago Press.Vol. 87(5) (October).pp. 972-990.
- Judge,T.A., Heller, D. and Mount, M.K. (2002) Five-factor model of personality and job satisfaction: a meta-analysis. *Journal of Applied Psychology*.vol. 87.no. 3. pp. 530-41.
- Khan, T. and Mishra, G.P. (2013) Promotion as Job Satisfaction, a study on Colleges of Muscat, sultanate of Oman.*European Journal of Business and Management*.5(5).pp.56-62.
- Knudsen, H.K., Ducharme, L.J. and Roman, P.M. (2009) Turnover intention and emotional exhaustion "at the top": Adapting the job demands-resources model to leaders of addiction treatment organizations.*Journal of Occupational Health Psychology*.14(1). pp. 84-95.
- Kothari, C. (2004) *Research Methodology: Methods and Techniques*. 2nded. New Delhi: New Age International (P) Ltd.
- Kristensen, N. and Westergård-Nielsen, N. (2004) Does Low Job Satisfaction Lead to Job Mobility?*IZA Discussion paper*.no. 1026.
- Labov B. (1997). *Inspiring employees the easy way, Incentive*.171(10). pp. 114-118.
- Liu, L.L. (2008) The study for the relation within promotion, work adjustment, responsibility and turnover intention - *International tourist hotel repatriate, Finance and Management Strategy*.4(2). pp. 55-89.
- Loquercio, D., Hammersley, M. and Emmens, B., (2006)*Understanding and Addressing Staff Turnover in Humanitarian Agencies*.www.odihpn.org.
- Magner, N., Welker, R. and Johnson, G. (1996) The interactive effects of participation and outcome favorability in performance appraisal on turnover intentions and evaluations of supervisors. *Journal of Occupational Organizational Psychology*. 69. pp. 135-143.
- Ma, S. and Trigo, V., (2008)*Winning the War for Managerial Talent in China: An Empirical Study in Chinese Economy*.41(3). pp. 34-57.

- McShane, S.L. and VonGlinow, M.A. (2008) *Organizational Behavior*. 4th ed. McGraw Hill International.
- Meaghan, S. and Nick, B. (2002) Voluntary turnover: knowledge management-friend or foe? *Journal of Intellectual Cap.* 3(3). pp. 303-322.
- Meyer, J.P., Allen, N.J. and Smith, C.A. (1993) Commitment to organization and occupation: extension and test of three component conception. *Journal of Applied Psychology*. 78. pp. 538-551.
- Meyer, J.P. and Allen, N.J. (1990) The measurement and antecedents of effective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*. vol. 63. pp. 1-18.
- Meyer, J.P. and Allen, N.J. (1997) *Commitment in the workplace: Theory, research and application*. Thousand Oaks, CA: Sage Publications.
- Mohammed, A. (2010) *Research Methodology* (Mg. 501). [Lecture]. Addis Ababa University: School of Commerce.
- Nezam, L. (2005) *Job satisfaction among employees at public health institution in the Western Cape*. Unpublished Manuscript. University of Western Cape.
- Parasuraman, S. (1982) Predicting Turnover Intentions and Turnover Behavior: A Multivariate Analysis. *Journal of Vocational Behavior*. 21. pp. 111-121.
- Pergmit, M. and Veum J. (1999) What is Promotion? *Industrial and Labor Relations Review*, 52(4). pp. 581-601.
- Phillips D.J. (1990) The price tag on turnover. *Personnel Journal*. pp. 58-61.
- Price, J.L. (2001) Reflection on the determinant of voluntary turnover: *International Journal of Manpower*. 22(7). pp. 600-624.
- Robbins, S.P. (1997) *Essentials of Organizational Behavior*. New Jersey: Upper Saddle River.
- RubiaBinti, A.R. (2012) *A Study on Turnover Intention at Commercial Banks in Penang*. University Sains Malaysia.
- Singh, B.P, Chabra T. and Taneja P. (1994) *Personnel Management and Industrial Relations*. Dhanpat Rai and Sons. pp. 345.
- Spector, P.E (1997) *Job satisfaction: Application, assessment, cause and consequences*. Thousand Oaks. CA: Sage. pp. 1.
- Spencer, D.G. (1986) Employee Voice and Employee Retention. *The Academy of Management Journal*. Vol. 29. No. 3 (September). pp. 488-502.

- Stan Kossen (1991) *The Human Side of Organization*. 5thed. Harper Collins:New York. pp. 212
- Tett, R.P. and Meyer, J.P. (1993) Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytical findings.*Personnel Psychology*. 46(2). pp. 259-293.
- Tor, G. andOwen,J.E (1997) Assessing employee turnover intentions before and after TQM.*International Journal of Quality Reliability Manages*.14(1). pp. 46-63.
- Zuber, A. (2001) A career in food service cons: high turnover.*Nation's Restaurant News*.35 (21). pp. 147-148.

APPENDICES

Appendix A

Questionnaire in English



**QUESTIONNAIRE TO BE FILLED BY
MOHA TEKLEHIMANOT EMPLOYEES**

The aim of this research is to empirically investigate the possible factors of employee turnover intention and its pattern across MOHA Soft Drinks Industry S.C. Teklehimanot plant.

This research is conducted as part of the fulfilment of the Master of Arts Degree in Human Resource Management at Addis Ababa University School of Commerce. To ensure the success of the research, I would like to seek your support and cooperation in answering the questionnaire by providing your honest and most accurate response.

The information that you give in this questionnaire is only for academic purposes and will be kept strictly confidential. The findings from this questionnaire will be reported only on aggregate level and anonymity of individuals that respond to this questionnaire is guaranteed.

Do you agree to participate in responding the questionnaire?

Yes, ☒ continue

No, ☐ quit

Thank you for your kind cooperation and valuable contribution.

Note:

- Please do not write your name.
- Please Mark a “√” on the space provided
- Code _____

Part One: Demographic Information

1. Age of the respondent in completed years_____
2. Gender
Female ☐ 1 Male ☐ 2
3. What is the highest level of completed educational level do you have?
Illiterate ☐ 1 Primary / 9-12 ☐ 4
Informal ☐ 2 Education Tertiary/ Certificate & ☐ 5
Elementary ☐ 3 1-8
4. Marital Status?
☐ 1 Single Married ☐ 3
☐ 2 Divorce Widowed ☐ 4
5. How long have you been working in MOHA?_____
6. What is the current department are you working for?

☐ 1	Finance	☐ 5	Procurement & Store Supplies
☐ 2	Human Resource	☐ 6	Production
☐ 3	Sales	☐ 7	Quality Control & Food Safety
☐ 4	Technic	☐ 8	Vehicle Maintenance
7. How long have you been working in your current department?_____

Part Two: Questions Related To Employee Turnover Intention Factors

1. Do you feel that your boss or colleagues interfere in your activities?
☐ 1 Yes ☐ 2 No ☐ 3 Do not know
2. If the answer is **YES** for question number 1, why is that?

3. Do you feel that your activities are routine and repetitive?
☐ 1 Yes ☐ 2 No ☐ 3 Do not know

4. Do you feel that your working environment is comfortable for you?

☐ 1 Yes ☐ 2 No ☐ 3 Do not know

5. If the answer is **NO** for question number 5, why?

6. Do you have opportunities for promotion and development?

☐ 1 Yes ☐ 2 No ☐ 3 Do not know

7. Are you certain about the future career in Moha?

☐ 1 Yes ☐ 2 No ☐ 3 Do not know

8. Do your boss recognize for the accomplishment of good work?

☐ 1 Yes ☐ 2 No ☐ 3 Do not know

9. Are you happy to spend the rest of your career in Moha?

☐ 1 Yes ☐ 2 No ☐ 3 Do not know

10. If the answer is **YES** or **NO** for question number 10, why?

11. Do you have a strong sense of attachment or relation or belonging to Moha?

☐ 1 Yes ☐ 2 No ☐ 3 Do not know

12. Do you feel a sense of moral obligations to remain in Moha?

☐ 1 Yes ☐ 2 No ☐ 3 Do not know

13. Do you think that leaving from Moha is wrong for you?

☐ 1 Yes ☐ 2 No ☐ 3 Do not know

14. Do you think leaving Moha will have negative impact for you?

☐ 1 Yes ☐ 2 No ☐ 3 Do not know

15. If the answer is **YES** for question number 15, list some of the negative impacts?

16. Do you feel you are being paid a fair amount of payment for the work you perform?

☐ 1 Yes ☐ 2 No ☐ 3 Do not know

17. Does Moha motivate employees with monetary rewards?

☐ 1 Yes ☐ 2 No ☐ 3 Do not know

18. If the answer is **YES** for question number 18, are you satisfied with the reward?

☐ 1 Yes ☐ 2 No ☐ 3 Do not know

19. Have you ever compared your pay with others having the same job level with you?

☐ 1 Yes ☐ 2 No ☐ 3 Do not know

20. If the answer is **YES** for question number 20, do you feel it is fair?

☐ 1 Yes ☐ 2 No ☐ 3 Do not know

21. Do you believe there are alternative employment opportunities in your area of expertise in the market?

☐ 1 Yes ☐ 2 No ☐ 3 Do not know

Part Three: Questions Related To Turnover Intention

1. Do you actively engaged in job search?

☐ 1 Yes ☐ 2 No ☐ 3 Do not know

2. If the answer is **YES** for question number 1, how frequent?

☐ 1 Every Day	☐ 3 Monthly
☐ 2 Every Week	☐ 4 Annually

3. If the answer is **YES** for question number 1, what are the sources?

☐ 1 Vacancy newsletters	☐ 3 Through recommendations
☐ 2 Job search websites	☐ 4 If other, please specify_____

4. Do you participate in the job fairs organized in the country?

☐ 1 Yes ☐ 2 No ☐ 3 Do not know

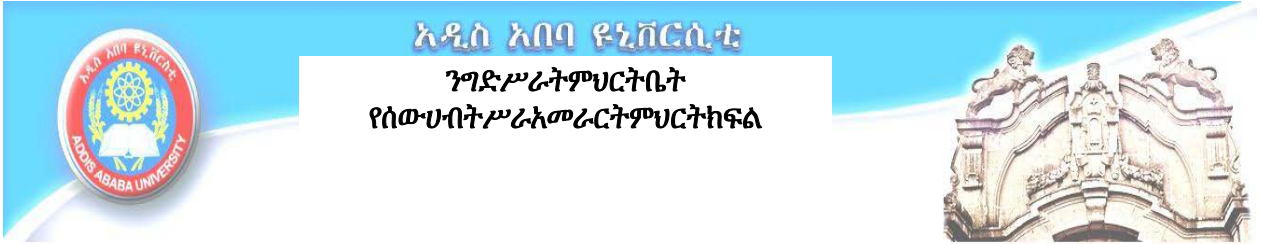
5. Have you ever interviewed or examined by other companies?

☐ 1 Yes ☐ 2 No ☐ 3 Do not know

Thank you!

Appendix B

Questionnaire in Amharic



በሞሐተክለሃይማኖት ፋብሪካ ሠራተኞች የሚሞላ መጠይቅ

የዚህ ጥናት ወይም መጠይቅ ዋና አላማ በሞሃተክለሃይማኖት ፋብሪካ ሠራተኞች ከፋብሪካው ለመልቀቅ ፍላጎት እንዳላቸው እናም ከንያታቸው ምን ሊሆን እንደሚችል መመርመር ነው፡፡

ይህ ጥናት ከአዲስ አበባ ዩኒቨርሲቲ ንግድ ሥራት/ቤት በሰው ሀብት ሥራ አመራር የማስተር ስድገሪያ ንግግር ጥናት ምረቃ ትምህርት ያገኘው የሚረዳኝ ሲሆን ለጥናቱ ስኬታማነት መጠይቁን በታማኝነት እና በትክክል በመሙላት ድጋፍዎንና ብብርዎን እንዲሰጡኝ እጠይቃለሁ፡፡

ከመጠይቁ የሚገኘው መረጃ ከትምህርት ጋር በተገናኘ ብቻ ጥቅም ላይ የሚውል ሲሆን ሚስጥራዊነቱ ምንም በከፍተኛ ሁኔታ ይጠበቃል፡፡

ከመጠይቁ የተገኘው ውጤት በተናጥል ሪፖርት የማይደረግ ሲሆን መጠይቁን ለሚሞሉ ማንኛውንም ሠራተኛ እንደማይታወቅ አጥኚው ማረጋገጫ ይሰጣል፡፡

ይህንን መጠይቅ ለመሙላት ፍቃደኛ ነኝ?

አዎ - ይቀ ☐

አይደለም - ☐ ቁጥጥ

በመጨረሻ ምላሽ ያደርጉልኝ መልካም ብብርና ከፍተኛ አስተዋፅኦ ምስጋናዬን አቀርባለሁ፡፡

ማስታወሻ

✚ እባክዎ ንስሞዎን እና ድህረ ምረቃዎን

✚ እባክዎ በተዘጋጀው የመልስ መስጫ ባዶ ሣጥን ላይ / ምልክት ያስቀምጡ

✚ ኮድ _____

ክፍልአንድ- የግልመረጃዎች

- 1) እድሜበሙሉዓመትየሚገለፅ _____
- 2) ፆታ
 ሴት ☐ ደ ☐ 2 ☐
- 3) ያጠናቀቁትከፍተኛየትምህርትደረጃምንድነው?
☐ ያልተማረሁለተኛደረጃ /ከ9-12/ ☐
☐ መደበኛያልሆነትምህርትሶስተኛ ☐ /ስርተፊኬትእናበላይ/
☐ አንደኛደረጃ /ከ1 -8/
- 4) የጋብቻሁኔታ
☐ ያላገባያገባአግብቶየፈታ ☐ ☐
- 5) አሁንበሚሰሩትፋብሪካምንያህልጊዜአገልግለዋል? _____
- 6) ስራዎንበይበልጥየሚገልፀውየሥራምድብወይምክፍልየትኛውነው?

☐ ፋይናንስ ☐ ሰውኃይል ☐ ሽያጭ ☐ ቴክ	☐ ግዥናክምችት ☐ ምርት ☐ ጥራትቁጥጥርእናምግብደህንነት ☐ ተሽከርካሪጥ
---	--
- 7) አሁንባሉበትየስራምድብወይምክፍልምንያህልግዜአገልግለዋል? _____

ክፍልሁለት-ከሠራተኛየመልቀቅፍላጎትምከንያቶችጋርየተያያዙጥያቂዎች

- 1) የቅርብሀፊዎትወይምየስራባልደረባዎትበስራዎላይጣልቃይገባሉብለውያስባሉ?
☐ አዎ ☐ አይደለምአላውቅም ☐
- 2) ለተራቁጥር 1 ጥያቄመልስዎ"አዎ"ከሆነለምንይመስልዎታል;

- 3) የሚሰሩትስራአንድአይነትናተደጋጋሚነውብለውያስባሉ?
 አዎ ☐ አይደለምአላውቅም ☐ ☐
- 4) የሥራአካባቢዎትምቹነውብለውያስባሉ?
 አዎ ☐ አይደለምአላውቅም ☐ ☐
- 5) የተራቁጥር 5 ጥያቄመልስዎ"አይደለም"ከሆነምከንያትዎትንቢገልጹ?

7) በሞሃለዕድገት እና ለሰው ልማት መልካም አጋጣሚ አለብለው ያምናሉ?

አዎ ☐ አይደለም ☐ ቅም ☐

8) ወደ ፊት በሞሃሊኖርዎት የሚችለውን የስራ ድርሻ በትክክል ያውቃሉ?

አዎ ☐ አይደለም ☐ አላውቅም ☐

9) አለቃዎት ለሠሩት መልካም ሥራ እውቅና ይሰጣሉ?

አዎ ☐ አይደለም ☐ አላውቅም ☐

10) ቀሪ የስራ ጊዜዎን በሞሃሊ ማሳለፍ ደስተኛ ኖት?

አዎ ☐ አይደለም ☐ ቅም ☐

11) የተራቁ ጥር 10 ጥያቄ መልስዎ "አዎ" ወይም "አይደለም" ከሆነ ምክንያቶችን ቢገለፁ?

12) ከሞሃጋር በጣም የጠበቀ ግንኙነት አልዎት?

አዎ ☐ አይደለም ☐ ቅም ☐

13) በሞሃ እየሰሩ ለመቀጠል የሞራል ግዴታ እንዳለበት ያስባሉ?

አዎ ☐ አይደለም ☐ ቅም ☐

14) ከሞሃ ለመልቀቅ ማሰብዎት ከከል አይደለም ብለው ያስባሉ?

አዎ ☐ አይደለም ☐ ቅም ☐

15) ከሞሃ ለቀው ቢወጡ በእርሳይ አሉታዊ ተፅዕኖ ይኖረዋል ብለው ያስባሉ?

አዎ ☐ አይደለም ☐ ቅም ☐

16) የተራቁ ጥር 15 ጥያቄ መልስዎ "አዎ" ከሆነ የተወሰኑ አሉታዊ ተፅዕኖዎችን ቢጠቅሱ?

17) ለሚሰሩት ሥራ ተመጣጣኝ ከፍተኛ ደረጃ ላይ ብለው ያስባሉ?

አዎ ☐ አይደለም ☐ ቅም ☐

18) ሞሃ ሥራ ተኞቹን የተለያዩ የገንዘብ ማበረታቻዎችን በመስጠት ያበረታታል?

አዎ ☐ አይደለም ☐ ቅም ☐

19) የተራቁ ጥር 18 መልስዎ "አዎ" ከሆነ በማበረታቻዎቹ ደስተኛ ኖት?

☐ ዎ ☐ ለም ☐ አላውቅም ☐

20) የሚከፈልዎትን ክፍያ ከእርሶ ጋር እኩል ደረጃ ላይ ከሚገኝ የስራ ባልደረባዎ ክፍያ ጋር አወዳድረው ያውቃሉ?

አዎ አይደለም ☐ ቅም ☐

21) የተራቁ ጥር 20 መልስዎ "አዎ" ከሆነ ፍትህ አዋንነት ብለው ያስባሉ?

አዎ አይደለም ☐ ቅም ☐

22) በገበያ ላይ በእርሶ የስራ መስክ አማራጭ የስራ እድሎች አሉ ብለው ያምናሉ?

አዎ አይደለም ☐ ቅም ☐

ክፍልሶስት- ከመልቀቅፍላጎትጋርየተያያዙጥያቂዎች

1. ከሥራሰዓትውጨያለውንጊዜዎትንሥራብመፈለግይጠቀሙበታል?

አዎአይ ☐ ም

አላውቅም ☐

☐

2. የተራቁጥር 1 ጥያቄመልስ"አዎ"ከሆነበምንያህልግዜ?

በየቀኑ ☐

በየወሩ ☐

በየሳምንት ☐

በየአመቱ ☐

3. የተራቁጥር 1 ጥያቄመልስ"አዎ"ከሆነመረጃውንየሚያገኙትከየትነው?

የሥራ ☐ ሦችበተለያዩሰዎችአማካኝነት ☐

የሥራ ☐ ገጾችሌላከሆነቢገልጹ ☐

4. አስሪአናሠራተኛበሚገናኙበትየስራኤግዚቢሽንላይተካፋለውያውቃሉ?

አዎአይ ☐ ም

አላውቅም ☐

☐

5. ከዚህ በፊት ለሥራ ጉዳይ በሌሎችመ/ቤቶችፈተናተፈትነውያውቃሉ?

አዎአይ ☐ ም

አላውቅም ☐

☐

አመሰግናለሁ#

Appendix C

Interview Questions

Interview Questions with Ex-Employees of MOHA THP

1. How long have you been worked in MOHA?
2. What were the reasons behind your resignation?
3. How did you felt about MOHA's remuneration package?
4. How did you felt about MOHA's working environment?
5. How did you think of your supervisor?
6. Please evaluate MOHA with reference to other companies you were worked for after you left from MOHA in terms of:
 - Human Development
 - Certainty of the Future career
 - Opportunity for promotion and development
7. How did you see the availability of job opportunities in the labor market after you quit from MOHA?

DECLARATION

I hereby declare that this thesis is my own work and that it has not been submitted anywhere for any award. Where other sources of information have been used, they have been acknowledged.

Signature: _____

Date: _____