



COLLEGE OF BUSINESS AND ECONOMICS

SCHOOL OF COMMERCE

**FACTORS AFFECTING EMPLOYEES' TURNOVER INTENTION: THE
CASE OF ETHIO TELECOM**

A Thesis Submitted To the school of Graduate Studies of Addis Ababa University School of
Commerce in Partial Fulfillment for the Award of Masters of Business Leadership.

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June, 2022

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Statement of Declaration

I, Feben Eshetu, hereby declare that this research paper entitled "Factors Affecting Employees' Turnover Intention: The Case of Ethio Telecom" is my original work and has not been used by others for any other requirements in any other university and All the sources of materials used for the study have been properly acknowledged.

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This is to certify that the project work entitled "Factors Affecting Employees' Turnover Intention: The Case of Ethio Telecom", prepared by Feben Eshetu for the partial fulfillment of the requirements for the Degree of Master of Arts in Business Leadership, is an original work and complies with the regulations of the University and meets the accepted standards.

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Factors Affecting Employees' Turnover Intention: The Case of Ethio Telecom

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Acknowledgment

God is the one I would like to give my first and foremost praise. The only thing that carried me this far is his faithfulness, grace, and unconditional love. Blessed be the name of the Lord!

I then would like to express my appreciation to my thesis advisor Dr. Adane Atara (Ph.D.) for his unreserved support during my study.

I am very grateful to My Father Eshetu Sisay, My Mother Meseret Tsige, and Aunt Zelalem Tsige for their unconditional love, support, and encouragement throughout my journey.

I am very fortunate to be blessed with my husband Captain Minase E. The one who always encourages me to do and be better with his constructive advice and support.

Finally, I would like to express my heartfelt gratitude to everyone that has contributed to this thesis directly or indirectly.

THANK YOU.

Abstract

The main objective of this research was to examine factors affecting employees' turnover intention in the Ethio telecom contact center. The study used four factors namely work environment, job stress, promotion opportunity, and pay level and reward as predictors of turnover intention based on the developed conceptual framework. A quantitative research design was used to conduct the study. The target population of the study was Ethio Telecom contact center employees. The total number of these contact center employees was 1719. A probability sampling technique called stratified sampling was used to divide the population into four strata or subgroups based on their position of responsibility. The representatives from each stratum were selected by using a simple random sampling technique. The questionnaire was distributed to 325 employees based on the calculated sample size. The collected data were analyzed by using descriptive and inferential statistics. The analysis was made by SPSS version 28. The finding of the study has shown that the level of turnover intention among Ethio telecom contact center employees is moderately high. The study result also indicated that all the independent variables are correlated with the dependent variable. The research has shown that job stress, promotion opportunities, and work environment have a significant effect on turnover intention. Job stress has a higher effect followed by promotion opportunities and work environment. Pay level and reward have no significant impact on turnover intention. Finally, the study forwarded recommendations to Ethio telecom to design techniques that can reduce job stress, increase promotion opportunities and create a better work environment to retain its employees. The company can build stress reduction breaks, and flexible work schedules, offer paid time off and maintain physical and mental health benefits to reduce job stress. The study also suggested the company design a clear career path, create training and development programs, and reduce barriers to promotion opportunities or might need to revise policies regarding career growth and promotion opportunities. The study also suggested that Ethio telecom has to closely follow the factors that are causing employees' turnover intention and design a retention mechanism accordingly.

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Chapter One

Introduction

This chapter presents the background of the study, the statement of the problem, the research questions, the objective of the study, the significance of the study, the scope of the study, the limitation of the study, and the organization of the paper.

1.1 Background of the Study

The turnover intention of employees refers to the likelihood of an employee leaving the current job /she is doing (Ngamkroeckjoti, et al, 2012). The intention to resign leads to job searching behavior, and turnover occurs when an alternative job presents itself. Following the numerous job opportunities out there, employees are relatively free to change their job than ever.

Turnover is a critical human resource issue in all sectors of the economy which affects productivity, product and service quality, and profitability (Kumar RR, 2011). Employee turnover intention has a direct relationship with the overall organization's performance and success. Failure to retain employees can negatively impact the organization's performance since key employees play an instrumental role in the overall growth and development of the organization or the company (Galamurugan and Abinaya, 2016).

Several scholars have assessed the determining factors of employee turnover intention in an organization. Job satisfaction, career growth opportunities, work-life balance, salaries, working environment, job stress, organizational commitment, pay level, and rewards are among these factors. According to scholars, when employees are unsatisfied with one of these factors, they are likely to leave their job and find a new one where they believe their needs are more likely to be satisfied.

Telecom service was introduced in Ethiopia by Emperor Menelik II in 1894 during the commencement of the telephone line installation from Harar to Addis Ababa. Then the inter-urban

network was expanded in all other directions from the capital and many important centers in the Empire were interconnected by landlines to facilitate long-distance communications with the help of intermediate operators acting as verbal human repeaters. As a continuation of the 2005/06-2009/10 five-year plan and after concentrating its efforts on education, health and agriculture, the Ethiopian government decided to focus on the improvement of telecommunication services considering them as key levers in the development of Ethiopia. Ethio telecom was born on 29 November 2010, with the ambition of supporting the steady growth of our country (www.ethiotelecom.et).

Ethio Telecom is the oldest Public Telecommunications Operator (PTO) in Africa and one of the most profitable companies in Ethiopia (www.ethiotelecom.et). According to business info Ethiopia, the total subscribers reached 60.8 Million achieving 100% of the subscriber base target. Mobile voice subscribers reached 58.7 million, Data and Internet users 23.8 Million, Fixed Services 923K, and Fixed Broadband subscribers reached 443K. Telecom density has reached 58.5% (www.businessinfoeth.com).

A Contact Center is a central point from which organizations manage all customer interactions across various channels. Contact centers typically include one or more call centers but may also include other types of customer contact channels, including emails, web chats, and social media interactions (Kate Brush, 2021). The contact center provides a full range of high-volume, inbound, or outbound call-handling services, including customer support, operator services, directory assistance, multilingual customer support, credit services, card services, inbound and outbound telemarketing, interactive voice response, and web-based services.

The Call center, as its name specifies, is fixated on voice calls. Contact center on the other hand allows customers to contact a company across whatever channel of their choice. Contact center agents interact with customers across multiple channels, such as messaging, phone, apps, text, email, social media, and website.

Ethio telecom has a contact center that includes a very well-known call center which is 994 for residential customers and 980 for Enterprise customers. The company also provides a contact center service via text message through 8994, email via 994@ethionet.et, and social media pages such as <https://www.facebook.com/ethiotelecom/> and <https://twitter.com/ethiotelecom/>.

This study assesses factors that influence employee turnover intention in the Ethio telecom contact center section.

1.2 Statement of the Problem

Employee turnover is a major problem for many organizations throughout the world. It affects both the performance and productivity of the organization. When an employee leaves an organization, the organization will be urged to let go of a skillful talent, clients who were loyal to that specific employee, the employee's knowledge, and ongoing jobs handled by that employee.

Turnover is very expensive for organizations. Direct costs such as recruitment, selection, and training of new employees, as well as indirect costs, such as stress on remaining workers, reduced productivity, and low morale for organizations, can cost as much as one year's pay and benefits (Ramlall, 2004). Employee turnover conservatively costs an organization approximately 60% of an employee's annual salary (Allen, 2008).

Organizations should be able to retain their employees to maintain their competitiveness. The telecommunication industry is known for rigid competition worldwide following basic technological progressions which increase the behavior of employees to switch from one company to another. During such cases failing to retain the best-talented employees would impact the performance of the companies.

In today's competitive world, employee satisfaction is very important for an organization to be able to maintain its competitive advantage and achieve organizational goals. The larger alternate employment opportunities lead employees to analyze cost and benefit and have intentions to switch jobs. As such, employees receive offers from other employers and make a comparison of cost and benefits between current and alternate jobs (Price, 2001). Nevertheless, if there are no alternate employment options available, employees recalibrate their expectations about their current job in the light of the feasibility of finding alternate jobs. Employees may depart psychologically without actually resigning, withdrawing their decision to participate (Rousseau, 2004).

Contact centers are known for high staff turnover rates worldwide (Dhanpat, et al, 2018). Call centers are experiencing painfully high turnover rates often exceeding 50% annually (Paulet, 2012).

Ethio telecom contact center advisors (agents) deal with stressful situations every day. They receive a high volume of calls and emotional and frustrated customers. The job is very repetitive and can somehow cause health problems in ear, throat, eye, and back pain resulting from sitting for long hours of work. Ethio telecom's contact center works based on shift schedules. The schedules are different for every week and cannot be determined in advance which can affect the social and other work-life of the employees.

For many call centers worldwide, a high school diploma or its equivalent is a minimum requirement to be hired as a call center agent. Ethio telecom frequently hires contact center advisors with a minimum requirement of a Bachelor's degree in the fields of study that they can be promoted to after serving at the contact center for a minimum of two years.

Although two years is a minimum requirement to be promoted, there is no clarification on how many years an employee should work there. The actual chance of promotion and career growth seems to take much longer than the expectation of the employees. Being overqualified for a job can excessively affect one's job satisfaction and may lead to turnover intentions. When a worker occupies a position that requires much less education than they possess, it is considered a qualification mismatch, which may affect job satisfaction, job retention, and earnings (Sébastien, et al, 2016).

Several types of research have been carried out on turnover intentions and factors that cause turnover intention worldwide but the service sector of the contact center is an area with a great need to study. The contact center service is just growing in Ethiopia and Ethio telecom is a pioneer in the service sector. But there is no research conducted in the country on factors affecting employee turnover intention in the sector. Therefore, this study aims to identify factors that are affecting the turnover intentions of Ethio telecom contact center employees.

1.3 Objectives of the Study

1.3.1 General Objective

The main objective of this research is to assess factors affecting employee turnover intention in Ethio telecothe m contact center.

1.3.2 Specific Objectives

- ✓ To identify the level of employee turnover intention in the Ethio telecom contact center.
- ✓ To measure the extent to which each factor influences turnover intention.
- ✓ To suggest employee retention mechanisms to minimize turnover intentions.

1.4 Research Question

- ✓ What are the main factors affecting employee turnover intention?
- ✓ What is the level of employee turnover intention in the Ethio telecom contact center?
- ✓ To what extent are these factors affecting turnover intention?
- ✓ What mechanisms should be adopted by the company to minimize turnover intention?

1.5 Significance of the Study

Employee turnover intention is the willingness of an employee to leave his current job or organization. It has a massive impact on the success of an organization. Hiring new employees is way more expensive than retaining existing employees. Hiring new employees is not just about paying their salaries. There are costs of time, training, equipment, and so on. If the newly hired employee leaves the company, all these costs are just wasted.

An effective employee retention strategy can help the organization to be more productive and successful. Depending on the size of the business, understanding the levels of turnover across occupations, locations and particular groups of employees can help inform a comprehensive retention strategy (Pearce & Mawsons, 2009). By understanding the nature of the turnover problem an organization can decide whether to adopt targeted retention initiatives, for example at particular sites or groups of employees, or to manage overall levels so that there is sufficient labor (Hogarth and Dean, 2008).

This study provides sufficient data about staff turnover intentions which can help the human resource management department of Ethio telecom to design and implement the best employee retention strategy. It also gives an insight for the organization into the determining factors of a contact center employee's turnover intention. The study also recommends mechanisms that should be embraced by the company to minimize turnover intention. It can also serve as good literature and reference for other studies in the area.

1.6 Scope of the study

The study was conducted at the contact center offices of Ethio telecom. Ethio telecom has two contact centers. These contact centers are located in Addis Ababa, Ethiopia (Jemo & Wollo Sefer). This study was conducted in both Jemo and Wollosefer contact center sites. Consequently, this study was geographically delimited to Addis Ababa Ethiopia.

1.7 Limitation of the Study

The study was limited to contact center employees of Ethio telecom because of time and cost constraints. The study did not include all factors that are associated with employees' turnover intention because of time and other resource limitations.

1.8 Organization of the Study

This paper is organized into Five Chapters. The first chapter is the introduction part. It consists of the background of the study, statement of the problem, research questions, objectives of the study, significance of the study, the scope of the study, limitation of the study, and organization of the paper. Chapter two is a review of related literature which includes a theoretical and empirical review of the literature. It also consists of a conceptual framework developed based on the reviewed literature.

The third chapter discusses the methodology of the research which comprises the research design and approach, data source and type, Population, sampling technique and sample size, method of data collection, data analysis methods, and ethical considerations. Chapter Four also presents the analysis and interpretation of the collected data. Finally, The Fifth chapter discusses the summary of findings, conclusion, and recommendation of the study.

Chapter Two

Review of the Related Literature

This chapter covers the theoretical review of the study, the empirical review which discusses the review of research conducted in the area of the topic, and the conceptual framework.

2.1 Theoretical Review

2.1.1 Employee Turnover

Mathis and Jackson (2011) suggested turnover as a process whereby employees leave the organization and the job position must be replaced by someone else. Employee turnover refers to the rate at which an employer gains and loses employees, and how long the staff tend to leave and join the organization (Armstrong, 2006). According to Abassi&Hollman (2000) employee turnover is the rotation of workers around the labor market; between firms, jobs, and occupations; and between the states of employment and unemployment. According to Halil and Selim (2007), employee turnover can be measured by dividing the number of employees that leave an organization per year by the average number of employees in that same year.

Janssen et al., (1999) suggested job turnover as voluntarily leaving the organization. However, Mathis & Jackson (2006) argued that the turnover is not only a voluntary leave but it includes involuntary turnover in a broader sense.

2.1.2 Employee Turnover Intention

Every organization regardless of its location, size, or nature of business has always given a key concern about Employees' turnover intention (Long et al, 2012). According to Suleiman AlBattat and Mat Som (2013) turnover intention is the crucial stage before the actual turnover occurs. As

the intention to quit or leave is an individual desire or willingness to leave the organization, the turnover intention is one of the major determinants of turnover behavior (Malik, Danish, and Munir, 2011). Turnover intention is believed to be a more revealing figure than the turnover rate since it is the antecedent of resignation, and has a better predictive ability (Zhang Y, Feng X, 2011).

Ongori (2007) states that a high labor turnover may mean poor personnel policies, poor recruitment policies, poor supervisory practices, poor grievance procedures, or lack of motivation. Employee turnover may not have a good effect on the organization as customers might be lost to competitors while the organization with employee turnover is engrossed with all the details that are involved in taking in new entrants (Abolade, 2018). Employee turnover is delineated as a situation in which employees depart the organization for several reasons, and thus, negatively affect the organization in terms of overall expenditure and the ability to distribute the minimum required services (Yankeelov et. al., 2008).

Meier and Hicklin (2015) opine that employee turnover can benefit the organization, that the new higher-performing employee replaces significantly underperforming turnover employee, and that the costs of replacement and retaining can be quickly compensated by the higher performance of the new employee.

2.1.3 Types of Turnover

Voluntary turnover

Voluntary turnover is when an employee terminates the employee-employer relationship in the form of resignation (Long et al, 2012). According to Neo (2006) when employees leave organizations at their discretion, it is referred to as voluntary turnover.

Involuntary turnover

Involuntary employee turnover according to Booth and Hamer (2007) is a discharge that reflects an employer's decision to terminate the employment relationship. Boxall and Purcell (2003) further explained that turnover initiated by an employee such as resigning to take care of a terminally ill

family member should also be considered involuntary turnover since it involves reasons over which the employee has no control. Griffeth et al. (2000) reported that involuntary employee turnover includes death, retirement, and dismissal.

Avoidable and Unavoidable Turnover

Organizations should be able to evaluate whether they are dealing with a voluntary turnover that could be prevented. Because avoidable turnover can be prevented by organizations by hiring, evaluating, and motivating their employees more efficiently. Unavoidable turnover results from life decisions that extend beyond an employer's control, such as a decision to move to a new area or a job transfer for a spouse (Buhler, 2002).

2.1.4 Factors Affecting Employee Turnover Intention

Turnover may be caused by different factors. These factors of turnover intentions are different from organization to organization to some extent (Shah et al, 2010).

Pay Level and Rewards

Employees in different organizations seek to improve their level of income. Therefore, employees in an organization improve their pay level if they obtain a pay increment in their current organization or by joining other organizations which will provide good pay. In today's work environment where pay is one of the determining factors, employees quit their current job and accept the job with higher pay. Attractive remuneration packages are one of the very important factors of retention because it fulfills the financial and material desires (Shoib et al, 2009). As Kumar (2011) stated the turnover of employees is mainly due to low salaries. Pay level and rewards had a negative and significant relationship with turnover intention.

Work Environment

The work environment is something around the workers and influences them in carrying out the tasks assigned (Nitisemito, 1992). One among the high turnover factors within the workplace is the organization's working environment which comprises communication at the workplace, political environment, colleagues, and manager behavior (Paula & Silva, 2006). Employees will

work optimally if the work environment is comfortable and supportive because employees feel satisfied with the work environment (Robbins & Judge, 2001).

Job Stress

Stress is an emotional pattern and physiological reaction that occur in response to demands from inside or outside the organization (Baron & Greenberg, 1990) which forces someone to deviate from normal function because of changes in their psychological and physiological conditions (Beehr & Newman, 1978). Work stress is a feeling of pressure experienced by employees in the face of work (Hellriegel et al., 2004). Somers (2009) claimed that stressful work environments can lead to serious physical and emotional detrimental effects on employees. Indeed, it has been evidenced that employees who experience more job stress have more intention to quit.

Promotion Opportunities

Mahapatro (2010) described the promotion as an advancement of employees to a higher post with greater responsibilities and a higher salary, better service conditions, and thus higher status. Promotion Speed and Remuneration Growth are the foremost factors that have a direct high impact on Employees' Turnover Intentions (Biswakarma, 2016).

2.2 Empirical Review

An empirical study on “Factors Impacting Turnover Intention among Manufacturing Workers” by Li, Sawhney & Guilherme (2019) concluded that the turnover intention of manufacturing workers was significantly associated with job satisfaction, organizational commitment, and work-family conflict. Leadership was also significantly related to turnover intention, but its effects on turnover intention were fully mediated by job satisfaction and organizational commitment.

Research by Mugove, L. A., & Mukanzi, C (2018) in selected Kenyan public Universities exhibited that job satisfaction and work environment affects employee turnover. The study findings inferred that the work environment is a predictor of employee turnover. When employees are provided with safety gear and have no work harassment, turnover reduces. From the findings of the study, the supervisory support also has an effect. When employees are respected at the workplace, receive communication in a good way and when decisions are made in consultation the relationship improves turnover.

Jalene Hailu's (2018) research was on the antecedents of employees' turnover intention in awash insurance company. Findings of the study revealed that the level of intention to turnover for staff is high when employees are dissatisfied with monetary reward, promotion, job satisfaction, organizational justice, and training. The major factors were monetary reward and promotion which ranked the first and second factors respectively.

A study on "Factors Affecting Turnover Intentions: Evidence from Private Sector Universities of Peshawar " by Usman Shah & Jangraiz KHAN (2015) concluded that turnover intention is inversely related to job satisfaction. Moreover, promotion opportunities are other significant determinants that show an inverse relationship with turnover intentions. Similarly, easy contact with management inversely affects turnover intention but the result is insignificant. The survey results show low salaries, a worse relationship with the employer, extensive workload and fewer benefits are also causing the turnover in the selected universities. Pay level and rewards had a negative and significant relationship with turnover intention.

Hassan R (2014) found that job stress is the most significant factor influencing turnover intention in his study on factors influencing turnover intention among technical employees in information technology organizations.

A study on “The Effect of Job Stress on Turnover Intentions: Evidence from Ethio Telecom” by TesfayeTassew (2015), used correlation analysis to study the relationship between job stress and turnover intention. The result of the study revealed a positive relationship between Job stress and turnover Intention.

There is an empirical study of turnover intentions in the Call Centre Industry of Pakistan. The study used a quantitative approach. The turnover intention was chosen as a dependent variable. Whereas, Workload, compensation and benefits, and job conditions were elected as independent variables. Correlation analysis was used to check the relationship between variables. Regression analysis was also used to evaluate the impact of the independent variable on the dependent variable by using version 17 of SPSS. The study result showed that many employees are unhappy with their job because of lack of compensation and benefits, too much work-load, and job conditions as well. Due to these factors, the effectiveness and efficiency of call center agents were reduced and it also increased the turnover intentions in all the organizations.

The reviewed literature shows that many factors affect employees' turnover intention. Most of the findings are common for the different researches. From the literature reviewed factors that affect employees' turnover intention range from job-related factors to personal characteristics of the employee. These factors are organizational commitment, work environment, job stress, pay level and rewards, training, promotion opportunity, and benefit.

In general, there is a lack of studies conducted on factors affecting employee turnover intention in contact centers. Specifically, No empirical study exists regarding factors affecting contact center employees' turnover intention with emphasis on Ethio telecom contact center. Therefore, this research will conduct a study on factors affecting employee turnover intention of Ethio telecom contact center employees.

2.3 Conceptual Framework

Based on the review of related literature and studies made, the following framework was developed. The Conceptual framework below summarizes the factors that will be used in the study to analyze factors that affect employee turnover intention in Ethio telecom. These factors are Work Environment, Job Stress, Promotion Opportunities, Pay level, and Rewards.

Figure 1: Conceptual Framework

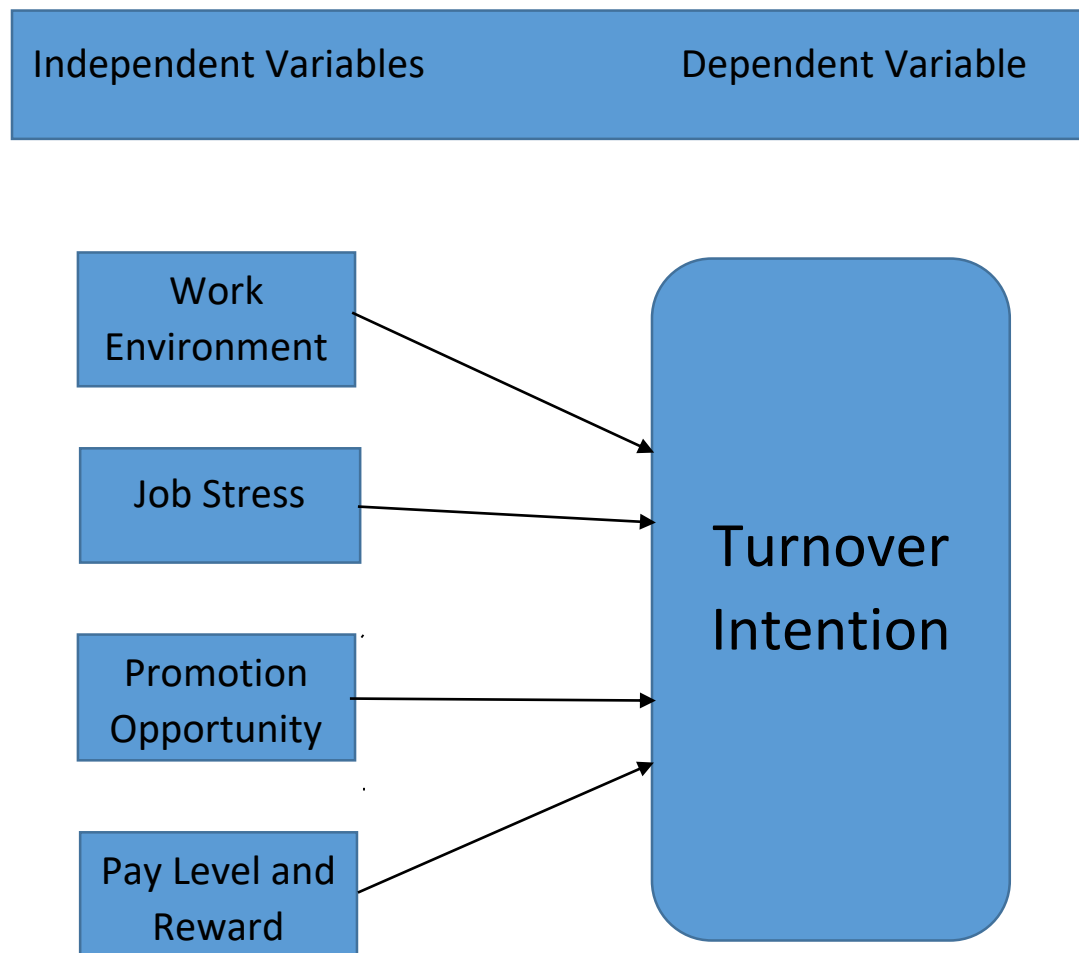


Figure 1: Conceptual framework developed based on the reviewed literature

2.3.1 Hypothesis Formulation

Based on the literature review, the following hypothesis is formulated.

H1: There is a significant negative relationship between work environment and employees' turnover intention.

H2: There is a significant positive relationship between job stress and employees' turnover intention.

H3: There is a significant negative relationship between promotion opportunities and employees' turnover intention.

H4: There is a significant negative relationship between pay level and reward and employees' turnover intention.

Chapter Three

Research Methodology

This chapter presents the research methodology and strategies adopted by the study. It comprises the research design and approach, population, sampling technique and sample size, methods for data collection and analysis, ethical consideration, validity, and reliability of the study.

3.1 Research Design and Approach

Descriptive and explanatory research designs were used in this study following the purpose of the study. It described respondents and their insight on variables identified and presented the specific pictures of selected variables in the stud. It sorted out the existence, magnitude, and direction of cause and effect relationship of independent variables (work environment, job stress, promotion opportunity, pay level, and reward) upon dependent variables (employees' turnover intention). The quantitative research approach was used mainly to determine the relationship between dependent and independent variables.

.

3.2 Source of Data

This study used both primary and secondary data through self-administered questionnaires and relevant company documents. The primary data was collected from contact center employees of Ethio telecom. The Secondary data were collected from relevant company documents; organizational reports, the company website, and related studies conducted by the company and on employees of the company.

3.3 Target population

The target population is the group of individuals from which the researcher sample is drawn. The target population of this study was Ethio Telecom contact center employees which are Managers, Supervisors, coaches, and advisors. Customer service representatives of residential customers (994), Enterprise customer service representatives (980), and Multi-channel customer service representatives were included in the population of the study. The total number of these contact center employees was 1719.

Table 1: Target Population

| No | Position | Number of Employees |
|-----------|-----------------|----------------------------|
| 1 | Managers | 6 |
| 2 | Supervisors | 27 |
| 3 | Coaches | 144 |
| 4 | Advisors | 1542 |
| 5 | Total | 1719 |

3.4 Sampling Technique and Sample size

3.4.1 Sampling Technique

A sampling technique is a system used for obtaining a sample from a given population. A probability sampling technique called stratified sampling was used to divide the population into four strata or subgroups based on their position of responsibility. These subgroups are Managers, Supervisors, Coaches, and advisors. The representatives from each stratum were selected by using a simple random sampling technique as it provides an equal chance of being included in the sample. The simple random sample means that every case of the population has an equal probability of inclusion in the sample. (Ghauri and Gronhaug, 2005).

3.4.2 Sample Size

The total population size of the study was 1719. The sample size was determined by using Taro Yamane's (1967) sample determination formula. According to him, for any sample given the estimated population proportion of 0.05 and 95% confidence level, the sample size is given by

$$n = N / [1 + N (e)^2]$$

Where,

N = Population Size

n= Sample Size

e = Margin of error

$$n = 1719 / [1 + (1719) 0.05^2]$$

$$n = 325$$

Therefore the sample size of this research was 325.

3.5 Methods of Data Collection

Questionnaires were developed based on the objective of the study and distributed to contact center employees of Ethio telecom.

3.6 Method of Data Analysis

Data collected from questionnaires were analyzed by using SPSS version 28. Both descriptive and inferential statistics were used to analyze the surveyed data; descriptive statistics such as means and standard deviations were used to describe the respondent's characteristics' and variables included in this study model. Regarding inferential statistics, correlation analysis was made to show the degree of the relationship between independent and dependent variables. The study also used regression analysis to show the impact of independent variables on the dependent variable.

3.7 Reliability and Validity

3.7.1 Reliability

This study assessed the reliability of factors affecting employee turnover intention (job stress, work environment, promotion opportunity, pay level, and rewards) and employee turnover intention by using Cronbach's Alpha Coefficient. Cronbach's alpha provides a measure of the internal consistency of a test or scale. Internal consistency measures the interrelatedness of a sample of test items. Cronbach's alpha reliability coefficient normally ranges between 0 and 1. The higher the score, the more reliable the generated scale is. According to Hair et al (1998) above, a 0.7 level of Alpha value considered the scale has overall stability and consistency.

Table 2: Reliability Test

| Variables | Cronbach's Alpha | No of Items |
|-----------------------|------------------|-------------|
| Work Environment | 0.743 | 5 |
| Job Stress | 0.791 | 8 |
| Promotion Opportunity | 0.741 | 5 |
| Pay Level and Reward | 0.770 | 6 |
| Turnover Intention | 0.732 | 7 |

Source: Survey data (2022)

3.7.2 Validity

Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure (R. Kothari, 2004,). Each question in the questionnaire was derived From relevant literature and previous research to ensure the validity of the Questionnaire and then adopted for the current study. The content validity was verified by the advisor of this research.

3.8 Ethical Consideration

The researcher has ensured ethical issues such as consent and confidentiality. The questionnaire was distributed based on the willingness of each respondent. The purpose of the questionnaire has been noticeably indicated beforehand within questions. All materials used for this research were honestly acknowledged. The researcher has respected and will respect the privacy of respondents and protect their anonymity.

Chapter Four

Data Analysis and Presentation

This chapter encompasses the response rate, demographic data, Validity and Reliability test, descriptive analysis, and Inferential Analysis of variables (correlation test, Regression Analysis, and interpretation).

4.1 Response Rate

Table 3: Response Rate

| Questionnaires | Number | Percentage |
|----------------|--------|------------|
| Returned | 306 | 94% |
| Unreturned | 19 | 6% |
| Total | 325 | 100% |

A total number of 325 questionnaires were distributed to Contact center employees of Ethio telecom. 306 of these questionnaires were filled and returned. The returned 306 questionnaires were used for the data analysis which is a 94% response rate.

4.2 The General Profile of Respondents

This part discussed the general demographic characteristics of respondents such as gender, age, academic qualification, work experience, and current job position of respondents. The following table shows the general profile of respondents.

Table 4: General Profile of Respondents

| Gender | | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------------------|--------------------|-----------|---------|---------------|--------------------|
| Valid | Male | 149 | 48.7 | 48.7 | 48.7 |
| | Female | 157 | 51.3 | 51.3 | 100.0 |
| | Total | 306 | 100.0 | 100.0 | |
| Age | | | | | |
| Valid | 18 - 25 years | 92 | 30.1 | 30.1 | 30.1 |
| | 26 - 35 years | 200 | 65.4 | 65.4 | 95.4 |
| | 36 - 45 years | 14 | 4.6 | 4.6 | 100.0 |
| | Total | 306 | 100.0 | 100.0 | |
| Academic Qualification | | | | | |
| Valid | Bachelor Degree | 248 | 81.0 | 81.0 | 81.0 |
| | Master's Degree | 58 | 19.0 | 19.0 | 100.0 |
| | Total | 306 | 100.0 | 100.0 | |
| Work Experience | | | | | |
| Valid | Less than 1 year | 75 | 24.5 | 24.5 | 24.5 |
| | 1 - 5 years | 146 | 47.7 | 47.7 | 72.2 |
| | 5 - 10 years | 69 | 22.5 | 22.5 | 94.8 |
| | 10 - 15 years | 8 | 2.6 | 2.6 | 97.4 |
| | !5 years and above | 8 | 2.6 | 2.6 | 100.0 |
| | Total | 306 | 100.0 | 100.0 | |
| Current Job Position | | | | | |
| Valid | Advisor | 272 | 88.9 | 88.9 | 88.9 |
| | Coach | 27 | 8.8 | 8.8 | 97.7 |
| | Supervisor | 5 | 1.6 | 1.6 | 99.3 |
| | Manager | 2 | .7 | .7 | 100.0 |
| | Total | 306 | 100.0 | 100.0 | |

Source: Survey data (2022)

From the above table, Out of the total of 306 respondents, 149 (48.7%) were male and 157 (51.3%) were female which indicates that the questionnaire was reasonably distributed between the sample concerning gender.

Concerning the age group of the respondents, 26 – 35 years old respondents took the majority of other age groups which is 65.4% followed by 18 – 25 years old with 30.1% and 36 – 45 years old with 4.6%. This data shows that most of the respondents' are young.

The table shows that most of the participants in the sample were bachelor's degree holders which covers 81% of the respondents and the rest of the participants were master's degree holders which are 19% of the total participants.

The respondents' work experience shows that 47.7% of the respondents have 1 – 5 years of work experience. 24.5% of them were with less than a year of work experience. Respondents with 5 – 10 years of work experience took up 22.5% of the total participants. 2.6 % of respondents have 10 – 15 years of work experience and the rest 2.6% have 15 and above years of work experience.

88.9% of respondents were advisors which cover the vast majority of the respondents followed by coaches which are 8.8 Percent and then Supervisors with 1.6%. Managers cover 0.7% of the sample. The total population size of this study was 1719. Of these 1719 employees, 1480 of them were advisors. Coaches were 144, supervisors were 27 and managers were 6. We can say that each position was fairly represented.

4.3 Reliability Test

Cronbach's alpha provides a measure of the internal consistency of a test or scale. Cronbach's alpha reliability coefficient normally ranges between 0 and 1. The higher the score, the more reliable the generated scale is. According to Hair et al (1998) above, a 0.7 level of Alpha value considered the scale has overall stability and consistency.

Table 5: Reliability Test

| Variables | Cronbach's Alpha | No of Items |
|-----------------------|------------------|-------------|
| Work Environment | 0.743 | 5 |
| Job Stress | 0.791 | 8 |
| Promotion Opportunity | 0.741 | 5 |
| Pay Level and Reward | 0.770 | 6 |
| Turnover Intention | 0.732 | 7 |

Source: Survey data (2022)

As shown in table 5, Cronbach's α value is above the specified threshold level (0.70). Work environment (0.743), job stress (0.791), promotion opportunity (0.741), pay level and reward (0.770), turnover intention (0.732). This shows that the scale used is reliable which means that they have overall stability and consistency.

4.4 Descriptive Statistics

Means in Likert-type scales, the scores were standardized based on the formula (highest score – lowest score: number of options: 5-1:5= 0.80). Based on the interval of 0.80, the mean scores between 1.00 to 1.80 were graded as “very low”, 1.81 to 2.60 as “low”, 2.61 to 3.40 as “moderately high”, 3.41 to 4.20 as “high”, and 4.21 to 5.00 as “very high”.

Table 6: Descriptive Statistics for mean, standard deviation

| | N | Minimum | Maximum | Mean | Std. Deviation |
|-----------------------|-----|---------|---------|--------|----------------|
| Work Environment | 306 | 1.00 | 4.00 | 2.1444 | .63756 |
| Job Stress | 306 | 1.00 | 4.63 | 2.7525 | .79393 |
| Promotion Opportunity | 306 | 1.00 | 5.00 | 2.8369 | .77381 |
| Pay Level And Reward | 306 | 1.00 | 5.00 | 2.8742 | .82474 |
| Turnover Intention | 306 | 1.00 | 5.00 | 3.0944 | .89917 |
| Valid N (listwise) | 306 | | | | |

Source: Survey data (2022)

One of the specific objectives of this research was to identify the level of turnover intention in the Ethio telecom contact center. The researcher deployed descriptive statistics analysis to identify the level of turnover intention and the level of factors that are presumed to affect turnover intention (work environment, job stress, promotion opportunity, pay level, and reward).

The mean value describes the average level observed in the data. It represents the center of the data while the standard deviation value shows how far individual responses to a question vary from

the mean. The lower the value of the standard deviation the more the data observed in that variable is clustered around the mean.

From the above table, the mean value of independent variables, work environment = 2.1444(standard deviation =.63756), job stress = 2.7525 (standard deviation =.79393), promotion opportunity = 2.8369= (standard deviation =.79393), pay level and reward = 2.8742 (standard deviation = .82474) and finally the mean value of the dependent variable turnover intention = 3.0944(standard deviation = 89917). The standard deviation of all variables is low which indicates that there was a lot of agreement about the answers and individual responses to a question are clustered around the mean.

The mean value of work environment 2.1444 indicates that employees have a low level of satisfaction regarding the working environment. The level of Job stress (2.7525) shows that employees are somehow stressed regarding their job. The level of Promotion opportunity (2.8369) and Pay level and reward (2.8742) were found to be moderately high illustrating that employees are moderately satisfied with the promotion opportunity and pay level and reward. The level of turnover intention which is found to be (3.0944) can be said moderately high. It shows that employees have a moderate intention to leave the organization.

The overall analysis of the descriptive statistics indicates that Ethio telecom contact center employees have a low level of the work environment. The level of job stress, promotion opportunity, pay level and reward is moderately high. The level of turnover intention is also moderately high

4.5. Inferential Analysis of Variables

4.5.1. Correlation Test between Variables

Correlation analysis examines the relationships among variables to give an understanding of the direction and strength of the relation. It conveys whether the variables are negatively or positively related and how strong the relationship is. It also tells if the variables are not related at all. The correlation coefficient can range from -1 to +1. The value -1 represents a perfect negative correlation while a value of +1 represents a perfect positive correlation. A value of 0 correlations represents no relationship. Dancey and Reidy (2004) state that a correlation result which is 0 indicates zero correlation, a result which is between 0.1 and 0.3 indicates a weak correlation among variables, a result that is between 0.4 and 0.6 shows a moderate correlation, a result between 0.7 and 0.9 indicates a strong correlation among variables, while a result which is equal to 1 indicates perfect correlation.

Table 7; Correlation between turnover intention and work environment

| | | Turnover Intention | Work Environment |
|--|---------------------|--------------------|------------------|
| Turnover Intention | Pearson Correlation | 1 | -.363** |
| | Sig. (2-tailed) | | <.001 |
| | N | 306 | 306 |
| Work Environment | Pearson Correlation | -.363** | 1 |
| | Sig. (2-tailed) | <.001 | |
| | N | 306 | 306 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | |

Source: Survey data (2022)

The correlation coefficient between turnover intention and work environment is significant ($p < .001$) and $r = -.363$, Thus, the two variables show a significant negative relationship and they are moderately correlated. This indicates that turnover intention increases when the work environment decreases and vice versa. The Pearson correlation value $-.363$ indicates that the relationship between work environment and turnover intention is moderate.

Table 8: Correlation between turnover intention and job stress

| | | Turnover Intention | Job Stress |
|--|---------------------|--------------------|------------|
| Turnover Intention | Pearson Correlation | 1 | .656** |
| | Sig. (2-tailed) | | <.001 |
| | N | 306 | 306 |
| Job Stress | Pearson Correlation | .656** | 1 |
| | Sig. (2-tailed) | <.001 | |
| | N | 306 | 306 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | |

Source: Survey data (2022)

The correlation coefficient between turnover intention and job stress is significant ($p < .001$) and $r = .656$. Thus, the two variables show a significant positive relationship and they are strongly correlated. A positive relationship between turnover intention and job stress indicates that turnover intention increases when job stress increases and vice versa. The Pearson correlation value $-.656$ indicates that the relationship between job stress and turnover intention is strong.

Table 9: correlation between turnover intention and promotion opportunity

| | | Turnover Intention | Promotion Opportunity |
|--|---------------------|--------------------|-----------------------|
| Turnover Intention | Pearson Correlation | 1 | -.555** |
| | Sig. (2-tailed) | | <.001 |
| | N | 306 | 306 |
| Promotion Opportunity | Pearson Correlation | -.555** | 1 |
| | Sig. (2-tailed) | <.001 | |
| | N | 306 | 306 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | |

Source: Survey data (2022)

The correlation coefficient between turnover intention and promotion opportunity is significant ($p < .001$) and amounts to $r = -.555$. Thus, the two variables show a significant negative relationship and they are moderately correlated. From this, it can be said that turnover intention increases when

promotion opportunity decreases and vice versa. The Pearson correlation value $-.555$ indicates that the relationship between job stress and turnover intention is moderate.

Table 10: Correlation between turnover intention and pay level and reward

| | | Turnover Intention | Pay Level And Reward |
|--|---------------------|--------------------|----------------------|
| Turnover Intention | Pearson Correlation | 1 | $-.393^{**}$ |
| | Sig. (2-tailed) | | $<.001$ |
| | N | 306 | 306 |
| Pay Level And Reward | Pearson Correlation | $-.393^{**}$ | 1 |
| | Sig. (2-tailed) | $<.001$ | |
| | N | 306 | 306 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | |

Source: Survey data (2022)

The correlation coefficient between turnover intention and pay level and reward is significant ($p < .001$) and amounts to $r = -.393$. Thus, the two variables show a significant negative relationship and they are moderately correlated. Turnover intention increases when pay level and reward increase and vice versa. The Pearson correlation value $-.393$ indicates that the relationship between pay level and reward and turnover intention is moderate.

The results of correlation analysis in the tables above indicated that all the independent variables are the dependent variable. Job stress and turnover intention have the strongest and most positive relationship of all variables. The rest of the independent variables (work environment, promotion opportunity, pay level, and reward have a negative and moderate relationship with turnover intention). A significant relationship between the dependent and independent variable doesn't necessarily mean the dependent variable explains the independent variable. It doesn't measure the cause-effect relationship between the independent variables and dependent variables.

4.5.2 Regression Analysis

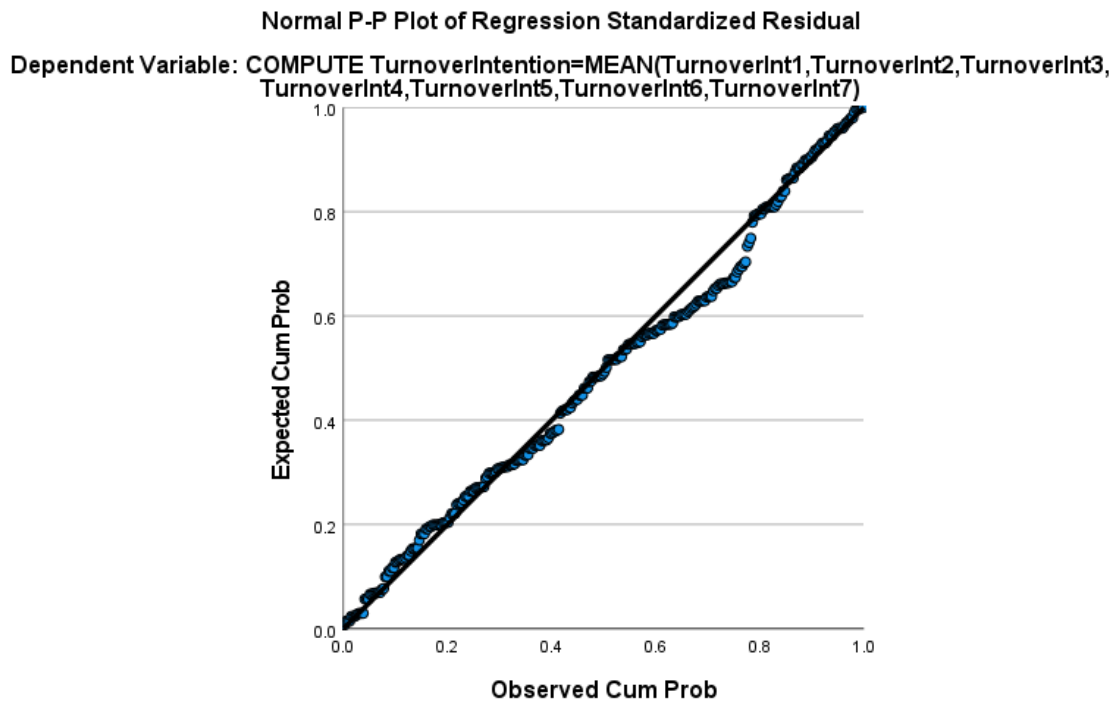
Regression analysis is made to explain the cause-effect relationship between independent variables and dependent variables. The extent to which each factor is affecting turnover intention and identifying the most and least influencing factors are among the objectives of the study. The researcher deployed a regression

4.5.2.1 Multiple Linear regression Assumptions

Linearity

Linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variable. The normal plot below shows that the relationship is nearly normal.

Figure 2: Normal Plot of Standard residuals

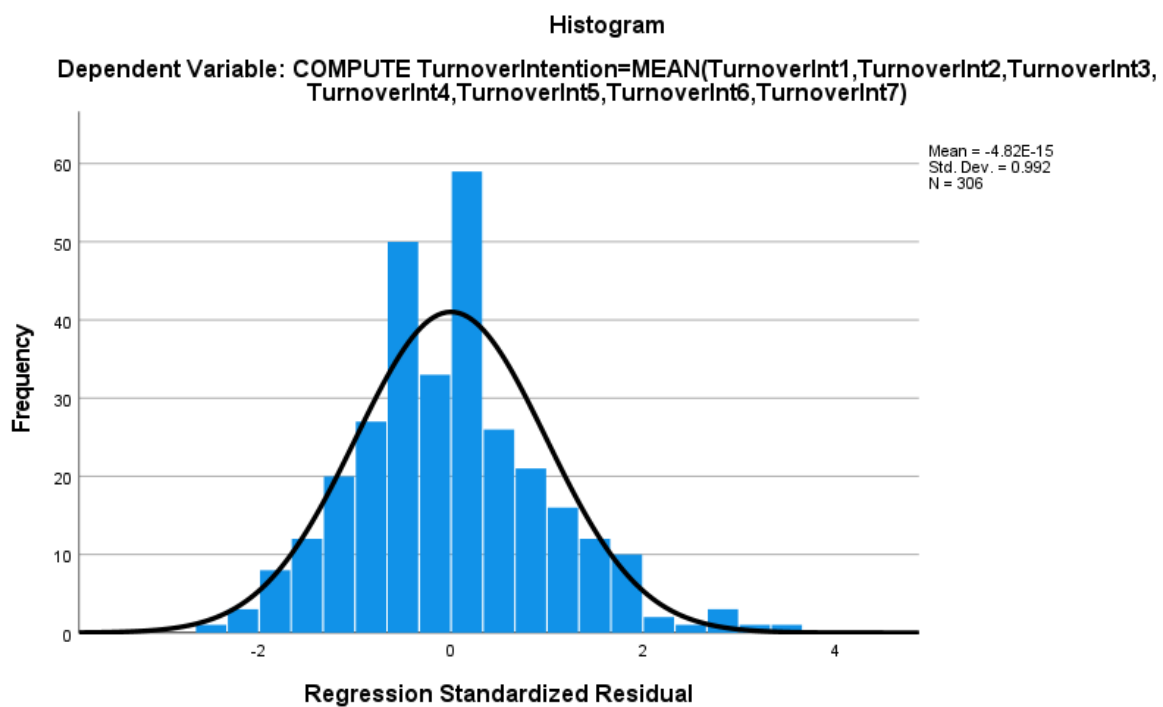


Source: Survey Data (2022)

Normality

Normality test require the independent variables in the analysis to be normally distributed. It considers that variables have normal distributions and they do not describe which variable specifically. The Histogram below shows normal distribution

Figure 3: Histogram



Source: Survey Data (2022)

4.5.2.2 Multiple Regression Analysis

Model Summary^b

Table 11: Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error |
|-------|-------------------|----------|-------------------|------------|
| 1 | .743 ^a | .553 | .545 | .60644 |

a. Predictors: work environment, job stress, promotion opportunity, pay level and reward

b. dependent variable: turnover intention

R shows the correlation between the predictors and dependent variable. From the table, R has a value of 74.3 % which represents the overall correlation between the independent variables (work environment, job stress, promotion opportunity, pay level, and reward) with the dependent variable of turnover intention.

R² is the coefficient of determination. It is a statistical measure that determines the proportion of variance in the dependent variable that can be explained by the independent variable. It shows how well the data fit the regression model. R² has a value of 55.3% which shows that independent variables narrate 55.3% of the variation on the dependent variable. Among many factors that explain the variation of turnover intention, 55.3% are the independent variables of this study. These are work environment, job stress, promotion opportunity, pay level, and reward.

ANOVA^a

Table 12: ANOVA

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|--------------------|
| 1 | Regression | 136.267 | 5 | 27.253 | 74.106 | <.001 ^b |
| | Residual | 110.329 | 300 | .368 | | |
| | Total | 246.597 | 305 | | | |

a. Dependent variable: turnover intention

b. Predictors: work environment, job stress, promotion opportunity, pay level, and reward

ANOVA examines the overall goodness of fit of the model. From the above table, the ANOVA result revealed that the predictors are significant at predicting turnover intention with $F = 74.106$ and ($p < 0.001$) is less than the alpha value of 0.05. Therefore, factors show statistically significant effects on turnover intention and the model is fit

Regression Coefficients

Table 13: Regression Coefficient

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|-----------------------|-----------------------------|------------|---------------------------|--------|-------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 3.593 | .315 | | 11.401 | <.001 |
| | Work Environment | -.179 | .058 | -.127 | -3.082 | .002 |
| | Job Stress | .467 | .054 | .412 | 8.664 | <.001 |
| | Promotion Opportunity | -.246 | .062 | -.212 | -3.953 | <.001 |
| | Pay Level And Reward | -.052 | .051 | -.047 | -1.012 | .312 |
| a. Dependent Variable: Turnover Intention | | | | | | |

Source: Survey data (2022)

The above table shows the extent to which each independent variables influence the dependent variable. The regression coefficient (beta) with a negative sign shows the independent variables with a negative impact on turnover intention. Whereas positive signs of regression coefficients indicate a positive impact.

From the table, the work environment has a coefficient of -.127, job stress has a coefficient of .412, promotion opportunity has a coefficient of -.212, and pay level and reward have a coefficient of -.047. The predictors. This shows that (work environment, promotion opportunity,

pay level, and reward) have a negative relationship with turnover intention while the predictor of job stress shows a positive relationship with turnover intention. All predictors except pay level and reward have a P value less than 0.05 which shows that they have a significant impact on turnover intention. Pay level and reward have a P-value greater than 0.05 which is ($P = .312$). Therefore pay level and reward has no significant impact on turnover intention.

From the regression analysis, we can say that Ethio telecom contact center employees' turnover intention is significantly caused by Job stress. The more the job stress exists, the more they have the intention to leave the organization. The fewer the promotion opportunity the more employees have the intention of turnover. The regression analysis has also shown that employees' dissatisfaction with the working environment has a significant effect on turnover intention. Job stress has a higher effect followed by promotion opportunities and work environment.

Chapter Five

Summary, Conclusion, and Recommendation of the Study

This chapter deals with the summary of the findings, conclusions, and recommendations.

5.1 Summary of Findings

The main objective of the study was to assess factors affecting employee turnover intention of Ethio telecom contact center.

The study used four factors namely work environment, job stress, promotion opportunity, and pay level and reward. Based on the objectives of the study, reviewed literature, and conceptual framework, a questionnaire was prepared and distributed to 325 contact center employees of Ethio telecom. Of the distributed questionnaires, 306 were properly filled and returned. The response rate was 94%.

SPSS version 28 was used to analyze the collected data. The study employed a reliability and validity test to measure the stability and internal consistency. The study applied descriptive, correlation, and regression analysis. Descriptive statistics analysis was used to assess the level of the independent variables (work environment, job stress, promotion opportunity, and pay level and reward) and the dependent variable (turnover intention). Correlation analysis was used to measure the directions and strength of the relationship between the dependent and independent variables. Regression analysis was also applied to understand the extent to which independent variables affect employees' turnover intention.

The major findings of the descriptive analysis showed that Ethio telecom contact center employees have a low level of the work environment. The level of job stress, promotion opportunity, pay level and reward is moderately high. The level of turnover intention is also moderately high.

The correlation analysis showed that work environment, promotion opportunity, pay level, and reward have a significant negative relationship with turnover intention. And all of them are moderately related to turnover intention. Turnover intention and job stress showed a significant positive relationship and were found to be strongly correlated. Finally, the results of correlation analysis indicated that all the independent variables are correlated with the dependent variable.

The last finding of the study using regression analysis showed that R^2 has a value of 55.3% which shows that independent variables narrate for 55.3% of the variation on the dependent variable. Whereas the rest of 44.7%, the turnover intention is influenced by some other variables.

The regression coefficient (beta) also revealed the extent to which each independent variable has an impact on the dependent variable. Job stress, Promotion opportunity, and work environment have a significant effect on turnover intention. Job stress has a higher effect followed by promotion opportunities and work environment. Pay level and reward have no significant impact on turnover intention.

5.2. Conclusion

Based on the research findings the study reached the following conclusion. The main factors affecting employees' turnover intention in Ethio telecom contact center are work environment, job stress, and promotion opportunity. These factors are contributing to contact center employees' turnover intention.

The overall level of Ethio telecom contact center employees' turnover intention is moderately high which implies that they have the intention to leave the organization to some extent.

Among all turnover intention influencing factors job stress highly affects the turnover intention of Ethio telecom contact center employees. The greater the job stress, the higher the turnover intention. The least influencing factor is the work environment. Although the working environment is one of the factors that are causing employees' intention to leave the organization, it is the least influencing one. Job stress positively and strongly affects the turnover intention of Ethio telecom contact center employees followed by promotion opportunities which negatively and moderately affect turnover intention. Finally, the work environment negatively and moderately affects the turnover intention.

5.3. Recommendations of the study

Based on the findings of the study, the following recommendations are forwarded.

- ✓ The findings of the study have shown that job stress took the lead among other factors affecting turnover intention in contact center employees of Ethio telecom. Therefore, the company has to design a means to reduce job stress such as building stress reduction breaks, flexible work schedules, offer paid time off, and maintain physical and mental health benefits.
- ✓ Ethio telecom has to increase career growth and promotion opportunities to increase contact center employees turnover intention. The company can design a clear career path, create training and development programs, reduce barriers to promotion opportunities or may need to revise policies regarding career growth and promotion opportunities.
- ✓ The company needs to enhance the quality, security, and cordiality of the working environment.
- ✓ Ethio telecom has to closely follow the factors that are causing employees' intention of turnover and design a retention mechanism accordingly.

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Questionnaire Design

Dear Respondent,

This questionnaire is intended to collect data on “Factors Affecting Employee Turnover Intention: The case of Ethio telecom” to fulfill the partial requirements of the Master of Business Leadership, Addis Ababa University School of commerce accordingly. Your honest response is very substantial for the success of this study. The information you provide will be kept confidential. Hence it is not necessary to write your name. Your participation is much appreciated, I would like to thank you for your kind support and cooperation in advance.

Part One: Respondents' Information

Please put the symbol (X) in the boxes of your choice or write in the space provided.

I. Gender

Male Female

II. Age

18-25 26-35 36-45 46-55 56 and above

III. Academic Qualification

Bachelor Degree.

Master's Degree PHD other _____

IV. Work Experience

<1 year 1-5 years 5-10 years

10-15 years 15 years and above

V. What is your job level in Ethio Telecom?

Manager Supervisor Coach Advisor

Part Two: Question-related to Employee Turnover Intention (Independent variables)

Please indicate your level of agreement/disagreement by indicating the (X) symbol in the box for your exact feeling based on the scale below.

Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree

| I. Work Environment | | | | | | |
|----------------------------|--|--|--|--|--|--|
| 1 | I feel comfortable working with the latest technologies in the Organization. | | | | | |
| 2 | I feel secure in the working environment. | | | | | |
| 3 | I experience welcome verbal and physical conduct from My supervisor. | | | | | |
| 4 | I can receive support from my supervisor and colleagues | | | | | |
| 5 | My relationship with colleagues and peers is smooth and cordial. | | | | | |
| II. Job Stress | | | | | | |
| 1 | I often feel stressed at work. | | | | | |
| 2 | There is an excessive workload | | | | | |
| 3 | The job difficulty usually brings me sleeplessness. | | | | | |
| 4 | I feel exhausted after daily work. | | | | | |
| 5 | I feel weak and discouraged at work. | | | | | |

| | | | | | | |
|----------------------------------|--|--|--|--|--|--|
| 6 | I feel hotter tempered at work. | | | | | |
| 7 | I feel depressed and unhappy at work. | | | | | |
| 8 | It's helpful for my health if I change my job | | | | | |
| III.Promotion Opportunity | | | | | | |
| 1 | There is a good promotion opportunity in the Company | | | | | |
| 2 | Downsizing is never a threat | | | | | |
| 3 | There are professional ethics in the Company | | | | | |
| 4 | There are opportunities available for me to develop new skills. | | | | | |
| 5 | I am encouraged to take the initiative in determining my career development. | | | | | |
| IV. Pay Level and Reward | | | | | | |
| 1 | I feel I am being paid a fair amount for the work I do | | | | | |
| 2 | There is a feeling of being equally paid while performing similar work | | | | | |
| 3 | My present salary is satisfying | | | | | |
| 4 | I think my base pay is competitive compared to similar positions in other companies. | | | | | |

| | | | | | | |
|---|---|--|--|--|--|--|
| 5 | I like the reward structure we have in place | | | | | |
| 6 | I am satisfied with the benefits that are offered here. | | | | | |

Part Three: Questions Related to Employee Turnover Intention (Dependent Variable).

| Item | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|------------------------------------|---|-------|---------|----------|-------------------|
| Employee Turnover Intention | | | | | |
| 1 | I often think about leaving my job | | | | |
| 2 | I will probably resign myself from my current job in a year. | | | | |
| 3 | I like to work for some other company. | | | | |
| 4 | I like to switch to another business or sector. | | | | |
| 5 | I have looked for other jobs after I entered the Current company. | | | | |
| 6 | I have looked for other jobs in the past 6 months. | | | | |
| 7 | I don't like to continue in the organization for a long Period | | | | |

Thank you again for your cooperation!!