

FACTORS AFFECTING EMPLOYEES' TURNOVER INTENTION: A STUDY ON KALITI FOOD S.C., ADDIS ABABA, ETHIOPIA

*A Thesis Submitted to the School of Graduate Studies of Jimma University in
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of Business Administration (MBA)*

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September 2020

Declaration

I declare that this thesis (Factors Affecting Employees' Turnover Intention: A Study on Kaliti Food S.C., Addis Ababa, Ethiopia) is my original work. It has not been submitted for a degree in any other universities and all the materials used in this study have been duly acknowledged.

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STATEMENT OF CERTIFICATION

This is to certify that Gashaw Mekonen has carried out his research work entitled “Factors Affecting Employees’ Turnover Intention: A Study on Kaliti Food S.C., Addis Ababa, Ethiopia” for the partial fulfillment of Masters of Arts in Business Administration at Jimma University, College of Business and Economics Department of Accounting and Finance. This study is original and is not submitted for any degree in this university or any other universities and is suitable for submission of Masters of Arts in Business Administration.

Confirmation by Advisor: Kenenisa Lemmi (Ph.D.) _____

Signature

Date

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Acronyms

CEO	Chief Executive Officer
CFO	Chief Financial Officer
COO	Chief Operations Officer
EDRI	Ethiopian Development Research Institute
KFSC	Kaliti Food Share Company

Abstract

The objective of the study was to identify the major factors affecting employees' turnover intention in Kaliti Food S.C. and provide professional advice that would help the company to reduce turnover and retain its employees. The research followed mixed concurrent research approach. The research utilized descriptive and explanatory research design, survey as a strategy and semi-structured questionnaire as data collection instrument. The research utilized probability-sampling method to select the participants from the population. The data collected from a sample of 145 respondents from five different departments found in the company, namely operations, finance, sales and marketing, human resource and procurement, through stratified sampling technique. Based on the size of each stratum the respondents selected using a simple random sampling technique. The study utilized a statistical tool called SPSS V.25 for doing the analysis. Both primary and secondary sources of data used to gather data. The study revealed that the average turnover rate in KFSC is 9.08%. The inferential analysis indicates that there is significant relationship between all independent variables and intention of turnover in KFSC. Among all independent variables, there is relatively strongest relationship between external factor and turnover intention followed by organizational factor & personal factors. Among all the independent variables, the weakest relationship exists between personal factor and turnover intention in KFSC. The study concluded that external factor is the most significant factor influencing the turnover intention of KFSC employees followed by organizational factor & personal factor. The study recommended that the company have to give much emphasis for the major organizational factors affecting turnover intention such as work related factors, which directly affects overall job satisfaction of the employees. These are working environment, promotion and payment.

Keywords: *Turnover, Turnover Intention, Organizational Factor, Personal Factor, External Factor*

Chapter One: Introduction

1.1 Background of the Study

Ethiopia envisages becoming a lower-middle income economy by 2025. Concisely, Ethiopia's economy exhibited double-digit growth in the last decade or so, but the pace of structural transformation remained slow (Gebreyesus *et al.*, 2018). The industry sector is in its infant stage, with a small contribution to the economy, both in terms of GDP and employment.

In the current economic scenario, more and more company owners and managers recognize that they must not only have a winning business model, but they also need to have loyal employees for controlling business expenses in hiring and training new staff in order to increase profits. Abbasi and Hollman (2000) stated that employees are the major contribution to the efficient achievement of the organization's success.

In the competitive business climate, employees are becoming important assets in the organization. From an organization point of view, retaining the best employees are equally important with keeping pace with technological advances (Kuean *et al.*, 2010& Dawley *et al.*, 2010). According to Kuean *et al.* (2010) it is an open secret that employers are competing with each other in the labor market to get an efficient, creative and innovative employee in order to sustain their competitive advantage. However, despite the measures taken by the organizations to retain their talents, turnover is a persistent issue in if not all, perhaps in most organizations.

Employee's turnover is a much-studied phenomenon. However, there is no standard account for why people choose to leave an organization. This is noteworthy because it is typically the occasions where people choose to leave that concern organizations and organizational theorists (K. Morrell *et al.*, 2004). Employee turnover refers to the termination of an official and psychological contract between an employee and an organization (Shehadah, 2017). In the academic literature, turnover intention is commonly used as a measure of anticipated workplace turnover. Intent to leave, intent to quit, intention to leave and turnover intention are often used interchangeably (Memon *et al.*, 2016 as cited in Shehadah, 2017). There are two major types of employee turnover: involuntary and voluntary (Memon *et al.*, 2016 as cited in Shehadah, 2017). Involuntary turnover is initiated by the organization to terminate

the relationship with an employee, whereas voluntary turnover is primarily initiated by the employees themselves (Cao *et al*, 2013).

The issue of voluntary turnover has been rigorously studied over the past few decades. Empirical evidence indicates that a high rate of voluntary turnover is costly for organizations because it negatively affects organizational effectiveness and success (W. Rahman & Nas, 2013). Losing good employees can negatively affect an organization's competitive advantage; lowering the morale of other staff (Kumar, 2012), as well as reducing productivity and work quality (Holtom & Burch, 2016). Despite these unfavorable consequences, the voluntary turnover rate across the globe remains relatively high (Memon *et al.*, 2016).

Turnover intention issue among the employees is one of the prime concerns in the manufacturing industry sector. Keeping this mind, researchers explored some significant factors that prompt employee's decision retention or to quit their job. Ajzen and Fishbein (1980) and Igbaria and Greenhaus (1992) mentioned that the intention are the most direct determinants of actual behavior while once people have actually performed the behavior to quit a job, the employer just has little chance to acquire information and understand employees' prior situation.

Employees are an organization's crucial source of consistent competitive advantage. Therefore, organizations are required to create and maintain long-term relationships with this resource and to ensure greater share in the market. According to a study conducted by EDRI (Gebreyesus *et al*, 2018), manufacturing companies in Addis Ababa hired on average 6 employees in a year (2017) and on average 4 employees were left in the same year. The study also indicated that the average turnover of manufacturing companies in Addis Ababa is 24%. The study revealed that the most common reason for workers to quite their job of their own will is to look for a better salary. This result is similar to the firm level study conducted by Kumar (2011). Another strand of literature, such as Nyaga (2015), indicated lack of retention strategies, low level of employee motivation, lack of career development opportunities and poor work environment as the root causes for labor turnover.

Employee turnover is a critical issue for organizations because of its associated costs and negative consequences, like losing productivity, decreasing organizations profits, potential loss of valuable knowledge, skills and intellectual capital (Atef *et al*, 2017). Trevor and Nyberg (2008) concur that high level of employee turnover may impede the quality,

consistency and stability of services that organizations provide to customers which eventually lead to customers' dissatisfaction. Igharia and Greenhouse (1992) demonstrate that an excessive turnover can be fatal to organization due to the shortage of expertise in the job market besides confronted with the high cost of training new employees.

Hence, in order to ascertain the determinants of employees' turnover intention in KFSC, an extensive analysis via review of researches and articles were conducted. From the above-mentioned previously conducted research, the major identified determinant factors for employee turnover are majorly categorized as; Personal Factors, Organizational Factors and External Factors. Hence, this study tested these major determinant factors against turnover intention in Kaliti Food S.C in order to determine their effect. Hence, this research aimed at identifying the factors, which affect the turnover intention phenomenon of the employees of Kaliti Food S.C., Addis Ababa, Ethiopia.

1.2 Background of Kaliti Food S.C.

Kaliti Food S.C. is the first industrial food processing enterprise in Ethiopia and was established in 1938E.C. and currently owned by Romel General Trading PLC and minority shareholders (KFSC, 2019). The company's' flagship brand "Cerealia" have been household names known and loved by more than three generations. Since its establishment Kaliti Food S.C. has been gracing the homes of millions of Ethiopians with a variety of affordable wheat-based food products. The vision of the company is to build the largest food processing and distribution enterprise in East Africa that is recognized for delivering the highest standards in innovation, quality, service and social responsibility (KFSC Website).

Kaliti Food S.C. is the only food processor based in Addis (situated on 58,000 sqm of land) that is diversified across four concentric & complimentary market concepts ranging from Milling, Biscuit Production, Pasta/Macaroni Production & industrial bakery. Main business of the company is generated from the Biscuits category; categorized in three main categories including sweet biscuits, tea biscuits as well as energy biscuits (annual report, 2018). The company's greatest advantage is derived from this horizontal integration, which offers the best economies of scale advantage. Beside this KFSC's competitive advantage remains to be its location & Cerealia brand name which is widely known and strongly associated with biscuits and pasta.

KFSC offers its products to both the mass consumer and the specific institution consumer markets. The mass consumer market is segmented in two categories. The Commercial Segment (consisting of Agents, Wholesalers, Retailers & distributors) and the Consumer Segment (comprises of direct & indirect consumers/final end-users).

KFSC is governed by a Board of Directors which overlook and guides the company's executive leadership team consists of a CEO, COO, CFO and the operational management team comprises of 5 Department Heads and Middle level supervisors. KFSC as an organization is highly committed to raising the bar for excellence and rigorously invests in building leadership and management skills at every level in order to achieve its organizational vision.

Currently, KFSC has a staff size of 360 permanent and 60 casual employees, which it plans to grow annually along with its capacity utilization.

1.3 Statement of the Problem

In the era of globalization, it has been regarded to be a key issue to deal with employee turnover for any business organization. Chiu & Francesco (2003) also state employee turnover as a serious issue, particularly in the area of human resource management. To fulfill the basic needs and provide a good working environment, good pay and other benefits in an economic approach is quite multifaceted and burdensome to an organization. Every business desires to increase the productivity and lessen turnover, thereby leading to be profitable. Employee turnover supervision is an obligation to attain organizational goals effectively.

High turnover would bring devastation to the business in the form of both direct and indirect costs (Al-Mamun & Hasan, 2017). Direct costs are referred to costs such as expenses on recruitment, selection, orientation, workshop and training for the fresh employees. Indirect costs are indicated to spending on education, condensed self-confidence, stress on the existing worker and the collapse of social capital. High turnover can harm a business's ability to retain customers and customer service quality and leads to low productivity (Zahid, 2013). Moreover, high employee turnover will put at risk on reaching the organizational goal (Al-Mamun & Hasan, 2017).

Many researchers found that turnover intention is the best predictor of employee actual turnover. Lambert *et al.* (1999) indicated that the best way of measuring actual turnover, is

the turnover intention, as it is the constant variable that comes first before the turnover action has been taken. Similarly, Barak *et al.* (2001) have found that many researchers used turnover intention as the dependent variable because the employee take this step directly before he actually leaves his job, so turnover intention is considered as the best predictor of employee actual turnover behavior. In addition, Medina (2012) indicated that turnover intention is an immediate action before actual turnover. She argued that researchers must depend on the turnover intention in measuring the actual turnover because the data of employees' turnover is difficult to find and in most of the cases is inaccessible, inaccurate or inconsistent. Therefore, researchers have to depend on measuring turnover intention in predicting the actual turnover as the data collection will be more accurate, reliable and accessible. In other words, the data will be more reachable to examine people intention to leave their job through questionnaires or any other way rather than following them after they had already quit their jobs.

According to Swarnalatha (2014), for the calculation of "Employee Turnover, one needs to divide x from y; X representing the number of staff members who left an organization, and Y representing the base number of jobs while being there. Retirement, phasing out and downsizing-based termination excluded from this calculation, which takes place over 12 months (a year).

According to a study conducted by EDRI (Gebreeyesus *et al.*, 2018), manufacturing companies in Addis Ababa hired on average 6.3 employees in a year (2017) and on average 4 employees were left in the same year. The report also revealed that the average turnover of manufacturing companies in Addis Ababa is 24%. In recent years' employee turnover has happened to be serious concern for KFSC. As per the data from Human Resource Department in KFSC, excessive turnover rate has become an observable fact in the past five years.

The turnover trends of KFSC during the period 2007 – 2011E.C. indicates that the turnover rate in KFSC is increasing since 2007E.C and the average turnover rate is 9.08% (HR Department of KFSC, 2011E.C). As it is indicated in different HR literatures and reference books, the acceptance norm of the turnover rate is 5% or below, if it reached more than 5% then there is a problematic issue (Shehadah, 2017). The turnover rate of KFSC as compared to the acceptance norm of turnover rate is quite big.

The Company's HR strategy is focused on acquiring talent & ambition, harnessing the highest potential in people, building leadership skills at every level, cultivating achievement through continuous coaching & training, as well as retaining the human asset base by recognizing & rewarding performance consistently. This implies that the company has given emphasis for rewarding employees as a retention strategy.

As stated in Shehada (2017), the acceptance norm of the turnover rate is 5%. The turnover rate of KFSC is as it explained above found to be 9.08%, which is quite big as compared to the acceptance rate. Hence, this reason triggered the researcher to do this research on KFSC. Beside this, though large number of researchers has conducted a study on employees' turnover intention in Ethiopia, as of the knowledge of the researcher; very few numbers of studies conducted on employees' turnover intention on the manufacturing sector in Ethiopia. Hence, this scenario also triggered the researcher to focus mainly on manufacturing industry i.e. KFSC.

As different researchers such as Lambert *et al.* (1999), Barak *et al.* (2001) and Medina (2012) indicated, turnover intention is the best predictor of employee actual turnover. Therefore, the study will focus on turnover intention for a fuller understanding of factors for employee turnover in KFSC as it gives an insight and entry point to formulate and implement various effective retention strategies to ensure that there is employee continuity in the company, thereby to enhance overall performance of KFSC.

Beside this, large number of researches conducted on turnover in different private and government organizations in Ethiopia; but very few researches conducted on turnover intention in Ethiopia. Alemu and Gezimu (2018), Mamuye (2018) and Kebede (2017) are among few researchers who conducted a research on employees' turnover intention in government organizations in Ethiopia. In addition to this, as of the knowledge of researcher, relatively insignificant number of study conducted on manufacturing industries. As of the knowledge of the researcher, a study conducted by Kumar (2011) with the title "Turnover issues in the textile industry in Ethiopia: A case of Arbaminch Textile Company" is the only research available that give emphasis for manufacturing sector in Ethiopia.

Therefore, the major triggering factor to make this study was the existing high turnover rate in KFSC i.e. 9.08%, which is much higher than the acceptance norm of turnover rate 5%, and the insufficient availability of related study focusing on the manufacturing sectors in

Ethiopia. Therefore, this study provides information & knowledge on factors affecting employees' intention to leave in manufacturing sector. So the guiding research question of this study was “what are the factors affecting employees' turnover intention in Kaliti Food S.C.?”

1.4 Research Question

In fact, the turnover intention affected by many factors, but in this study, the researcher focused only on four major variables: personal factors, organizational factors, and external factors.

The research questions of the study were as follows;

- What is the extent of employee turnover intention in KFSC?
- How Organizational Factor affect Employees' Turnover Intention in KFSC?
- What is the effect of External Factor on Employees' Turnover Intention in KFSC?
- How Personal Factors affects Employees' Turnover Intention in KFSC?

1.5 Objectives of the Study

1.5.1 General Objective

The main objective of this research was to identify the major factors affecting employees' turnover intention in KFSC and provide professional advice that would help the company to reduce turnover and retain its employees.

1.5.2 Specific Objectives

Specifically, this study attempted to address the following research objectives.

- To explore the extent of employee turnover intention in KFSC
- To determine the effect of Organizational Factor on Employees' Turnover Intention in KFSC
- To identify the effect of External Factor on Employees' Turnover Intention in KFSC
- To determine the effect of Personal Factors on Employees' Turnover Intention in KFSC

1.6 Significance of the Study

It is expected that the findings of this study will help the management of KFSC, particularly human resource manager to have a clear understanding on the causes of employee turnover in the company; and this will help them to design the appropriate retention strategies to minimize employee turnover.

Beside this, large number of researches conducted on turnover in different private and government organizations in Ethiopia; but very few researches conducted on turnover intention in Ethiopia. In addition to this, as of the knowledge of researcher, relatively insignificant number of study conducted on manufacturing industries. Therefore, this study will provide information & knowledge on factors affecting employees' intention to leave in manufacturing sector.

1.7 Scope of the study

The research designed to examine the factors that affect employee turnover intention in Kaliti Food S.C. As it described above there are two types of turnover i.e. voluntary turnover and involuntary turnover. Conceptually, this study delimited to voluntary turnover only. Currently, KFSC has a staff size of 360 permanent & 60 casual employees, which it plans to grow annually along with its capacity utilization. With respect to respondents for this study purpose, only the permanent employees (360 employees) considered. Therefore, the study focused on employees currently working in KFSC in different department. Geographically, the study delimited to Addis Ababa specifically on Kaliti Food S.C. Methodologically, the study followed mixed concurrent research approach, descriptive and explanatory research design. Besides this, personal factors, organizational factors, and external factors are identified as the independent variables along with different attributes under each, and turnover intention as dependent variable while conducting this research.

1.8 Operational Definition of Key Terms

Table 1.1: Definition of Key Terms

Key Terms	Definition	Authors
Turnover Intention	An individual's desire to leave a job or an organization permanently at some point of time in the future.	(Tett and Meyer, 1993).
Turnover	The movement of employees in an organization and movement in market between employment and unemployment.	(Abassi& Hollman, 2008).

Turnover Rate	The ratio of the number of employees who left the bank during the period considered and the average number of employees of the organization in the same period.	Swarnalatha (2014)
Employees	Refers to a full time worker at Kaliti Food S.C.	
Organizational Factor	Factors such as work-related issues, Perceived organizational support and management/leadership support.	Shehadah (2017) and Puteh (2015)
Personal Factor	External factors that lead to employees' turnover, such as age, gender, years of experience, and number of dependents can be reasons behind someone's turnover.	Shehadah (2017) and Puteh (2015)
External Factor	Employees' perception about the alternative employment opportunity and Available Job Alternatives or Opportunity	Shehadah (2017) and Puteh (2015)

Source: Authors computation

1.9 Organization of the Paper

The study structured in five chapters. The first chapter presents a brief overview of the research gap and introduces the research question and objectives, as well as, the scope and limitations of the research. The next chapter i.e. Literature review, provides the reader both empirical and theoretical background for the research subject. Theoretical Background provides insight in to the concepts related to the study area. Empirical Background provides the findings of different studies conducted in related study areas. The third chapter i.e. Research Methodology, indicates the entire research process including its philosophy, strategy, approach, as well as, its data collection methods. The sampling procedure in addition to the ethical considerations also discussed within this chapter. The fourth chapter i.e. Data analysis & Findings, presents the analysis and discussion of findings generated from data collection techniques being applied. The last chapter i.e. Discussion, Conclusion and Recommendation, will presents a summary of achieved results, reminds the reader about limitations, and proposes areas for further study.

Chapter Two: Related Literature Review

2.1 Theoretical Literature Review

2.1.1 The Concept of Employee Turnover

2.1.1.1 Definition of Turnover

Multiple researchers and scholars have given 'Turnover' different definitions. Employee turnover defined as the rotation of workers around the labor market; between firms, jobs and occupations; and between the states of employment and unemployment (Abassi *et al.*, 2000). Commonly used, 'Employee Turnover' describes employees who move from the place they work for to a different one (Allen, 2008). In human resource context, turnover is the act of replacing an employee with new employee.

Furthermore, Turnover defined as the personal choice of employees to leave a certain organization (Griffeth & Hom, 1995). As for Loquercio (2006), Employee Turnover is the number of employees who quit their jobs in a certain period; that is before the termination date set in their contracts. Employee Turnover, as put by Singh *et al* (1994), is the amount of change in the employees, who hired and who quit, that occurs at a certain period at an organization. It defined as the sum of the number of employees who leave and join an organization (John & William, 1989). Kossen (1991), too, defines it as the number of employees who become part of an organization and those who leave. According to K. Morrell *et al.* (2004), Employee Turnover can also be called quits, attrition, exits, mobility, migration or succession.

2.1.1.2 Types of Turnover

Turnover classified into two principal categories, permanently leaving an organization: voluntarily & involuntarily (Allen, 2008).

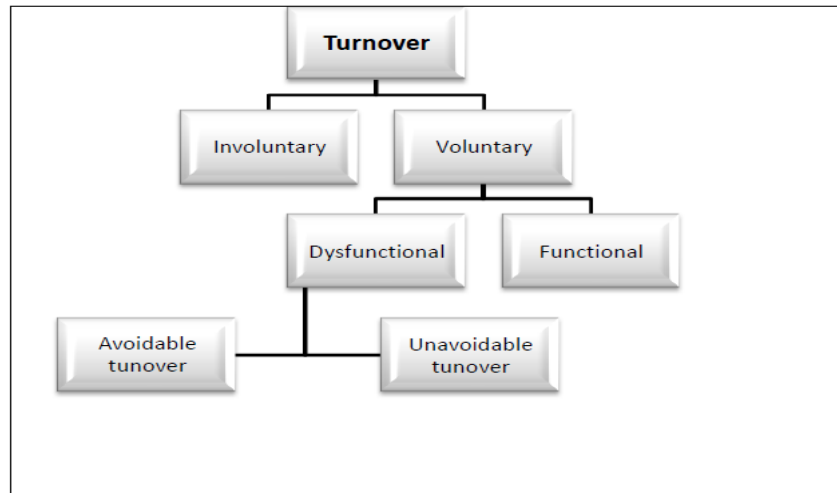


Figure 2.1: Turnover Types

Source: Allen, 2008

A. Voluntary Turnover

Voluntarily leaving an organization, i.e. Voluntary Turnover, means that staff members themselves decide to stop working at a certain organization. Here, the employees take the first step; they choose to end the work relation they have with their workplace, or employers. In this case, staff members take the decision of leaving a certain workplace for private or work-related reasons (Shehadah, 2017). Furthermore, there are other studies that have classified Voluntarily Turnovers into two categories; one that is "functional" (beneficial) and the other being "dysfunctional" (costly).

I. Dysfunctional Turnover

Dysfunctional Turnover occurs when a high-performing employee leaves the organization. Dysfunctional turnover can be potentially costly to an organization, and could be the result of a more appealing job offer or lack of opportunities in career advancement. According to Stovel and Bontis (2002), Dysfunctional Turnover classified into two types: one that is avoidable, and the other that is unavoidable.

- **Avoidable Dysfunctional Turnover**

Organizations can sometimes prevent the occurrence of 'Dysfunctional Turnover' through multiple strategies and techniques. For example, an organization can employ new capable staff, constantly assess the performance of employees, and encourage its employees. Usually

this type of Turnover is the result of bad wages, bad working environment and other discouraging job surroundings.

- **Unavoidable Dysfunctional Turnover**

On the other hand, sometimes 'Dysfunctional Turnover' cannot be avoided. Plus, there are out-of-hand reasons such as having to move to a different region for family reasons, severe sicknesses, death... etc. In such cases, there is nothing an organization can do (Ingersoll, 2001).

II. Functional Turnover

Functional turnover occurs when a low-performing employee leaves the organization. Functional turnover reduces the amount of paperwork that a company must file in order to rid itself of a low performing employee. Rather than having to go through the potentially difficult process of proving that an employee is inadequate, the company simply respects his or her own decision to leave.

B. Involuntary Turnover

The first step, here, is taken by the authority itself (i.e. the employer or organization). Involuntary Turnover means that the staff member does not have a say in it. Members can involuntarily leave their jobs for having died or suffered an illness. In addition, Involuntary Turnover can be initiated by employers because of the lack of staff members' proficiency, or because the organization has taken in a new way of work such as reengineering, or has decided to downsize its workers; resulting in a fewer number of workers (Assefa, 2014). Involuntary turnover could be a result of poor performance, staff conflict, the at-will employment clause, etc.

2.1.1.3 Consequences and Effects of Turnover

In any workplace, there are those excellent employees who help make an organization better. Those assets usually tend to leave and change their workplace. If such turnovers occur greatly at an organization, the results could be very negative. When the brilliant ones are those who leave, the organization could suffer from lack of productivity that customers do not get quickly served, and if the organization tries to introduce programs, there will be no good-

enough employees to apply. Therefore, an organization could lose the path it has set to achieve its original objectives (Weiss & Lincoln, 1998).

Any work environment is a representation of the society we live in. Therefore, the web that connects the employees at an organization is created after the employees communicate and establish a channel of understanding between them. When turnovers occur, such connection is broken, affecting the organization financially and socially – considering the employees a family (Coleman & Coleman, 1994).

High turnover may be harmful to an organizations' productivity if skilled workers are leaving and the worker population contains a high percentage of novices. Employee turnover affect the organization activities and impedes the successes of the organization at large. Besides, organizations are nothing without its employee and difficult to survive in a dynamic environment; hence, managers should play a big role to achieve the objectives of the organizations and treating their employees as one of their assets which needs a lot of attention (Samad, 2012). Employee turnover also affects customer service, commitment for the organization, quality of products and service and organizational effectiveness.

High turnover would bring devastation to the business in the form of both direct and indirect costs (Al-Mamun& Hasan, 2017). Direct costs are referred to costs such as expenses on recruitment, selection, orientation, workshop and training for the fresh employees. Indirect costs are indicated to spending on education, condensed self-confidence, stress on the existing worker and the collapse of social capital. High turnover can harm a business's ability to retain customers and customer service quality and also leads to low productivity (Zahid, 2013). Moreover, high employee turnover will put at risk on reaching the organizational goal (Al-Mamun& Hasan, 2017).

On the other hand, Glebbeek and Bax (2002) have mentioned some possible turnover advantages for organizations. These possible advantages might be leaving of relatively expensive employees whose costs exceeds their productivity in this case their replacement will be a gain for the organization, also the termination of poor performers, creating space for innovation through spreading new blood in the organizations in experiencing new forms of knowledge, skills and ideas. In addition, one of the possible benefits for organizations could be the adjustments to market conditions through the normal labor turnover and another advantage might be the internal labor market facilitation through creating new job

opportunities, which is important for employees' career development that could work as a motivational tool.

2.1.1.4 Measuring Employee Turnover

According to Swarnalatha (2014), for the calculation of "Employee Turnover, one needs to divide x from y; X representing the number of staff members who left an organization, and Y representing the base number of jobs while being there. Retirement, phasing out and downsizing-based termination are excluded from this calculation, which takes place over 12 months (a year).

To calculate the Turnover rate, one needs the following index:

Total turnover rate = $[(NS/AN) \times 100]$; where NS = number of employees separated in the period and AN = average number of employees in the unit in the period.

Using the equation to measure the turnover rate, the Turnover equals the number of employees leaving divided by the total number of employees in certain period. When discussing the term 'Turnover Rate', it is important to understand that it describes the period a staff member stays at his\ her job; be it long or short. For example, an organization whose employees change all the time is an organization that suffers from a high rate of 'Turnover'. On the other hand, an organization whose employees stay in office for a long time is an organization that has a low rate of turnover. The higher the Turnover Rate is, the lower the performance of an organization becomes.

When organizations take in a new employee, they invest in that employee teaching him\her everything they know so to improve their skills and to add to their experience. Leaving their job at an organization, employees deprive it from their experience and proficiency. Due to the vacancy in positions, an organization takes in new employees, having to work on their abilities and skills from the very beginning.

2.1.2 The Concept of Turnover Intention

Tett and Meyer (1993) have defined turnover intention as “the conscious and deliberate will fullness to leave the organization”. Turnover intention is also defined as employees' consideration of leaving his/her organization and looking for a new job opportunity within a

certain period of time (Medina, 2012). According to Issa *et al.* (2013) turnover intention is the employee's thought of voluntarily quitting his job which in turn will certainly impact his performance and could impact his organization position. In addition, Ali (2008) referred to turnover as the employee's intention to leave his organization. While Jacobs and Roodt (2007) have defined turnover intention as a rational decision considered by a person with his total awareness to voluntarily, leave his current organization. Delle (2013) has also described turnover intention as the voice in one's head saying that this company is not the suitable place for me and this is not what I am looking for. However, this voice might be diminished and the turnover intention might be reduced because of the appearance of other factors, which might influence the person's decision. He also added that the organization actual turnover.

Moreover, many researchers found that turnover intention is the best predictor of employee actual turnover. Lambert *et al.* (1999) indicated that the best way of measuring actual turnover, is the turnover intention, as it is the constant variable that comes first before the turnover action has been taken. Similarly, Barak *et al.* (2001) have found that many researchers used turnover intention as the dependent variable because the employee take this step directly before he actually leaves his job, so turnover intention is considered as the best predictor of employee actual turnover behavior. In addition, Medina (2012) indicated that turnover intention is an immediate action before actual turnover. She argued that researchers must depend on the turnover intention in measuring the actual turnover because the data of employees' turnover is difficult to find and in most of the cases is inaccessible, inaccurate or inconsistent. Therefore, researchers have to depend on measuring turnover intention in predicting the actual turnover as the data collection will be more accurate, reliable and accessible. In other words, the data will be more reachable to examine people intention to leave their job through questionnaires or any other way rather than following them after they had already quit their jobs.

2.2 Empirical Literature Review

Many organizations are focusing on the monetary aspects that could drive turnover intention. However, past researches have indicated that turnover intention is due to combination of several factors. These numerous factors are termed or known as push and pull factors or internal and external factors. Turnover intention occurs when employees are feeling stressful or dissatisfied with the organization. Regardless of internal or external factors that drive turnover intention, organization should have the best remedy to reduce the number of people

leaving. Furthermore, past researches have shown inconsistencies with respect to the determinants of turnover intention.

Turnover is an actual employee's behavior of leaving the organization. Meanwhile, Price defined turnover as the individual movement across the membership boundary of an organization (Price, 2001). According to Johnsrud and Rosser (2002), practically, the study of actual turnover behavior is difficult due to employees left are hardly traceable and usually the response rate to the survey is quite low. Turnover intention found highly correlated with actual turnover behavior in 13 empirical studies out of 14 studies (Bluedorn, 1982). Consistent with this view, Fang (2001) argued that turnover intention is important in the turnover literature and used as a substitute for turnover behavior. In this regard, it found in many studies that, turnover intention viewed as the best predictor of actual turnover (Herrbachet *al.*, 2004; Allen *et al.*, 2003; Griffeth *et al.*, 2000; Tett and Meyer, 1993 as cited in Arshad & Puteh, 2015). According to Cotton and Tuttle (1986), turnover referred as an individual has estimated probability that they will stay with an employing organization. Turnover intention as mentioned by Tett and Meyer (1993) is a conscious willfulness to seek for other alternatives in other organization. Schyns and Gossling (2007) indicated that turnover intention is an employee's intention to voluntarily change jobs or organizations. Intent to turnover constitutes the final cognitive step in the decision making process which considers quitting and searching for alternative employment (Tett and Meyer, 1993).

According to study done by Elizabeth Medina (2012) by title "Job Satisfaction and Employee Turnover Intention: What does Organizational Culture Have to Do with It?" depicts factors for job satisfaction, which indirectly affects turnover. This study was done on 4717 individuals working on different sectors, and data is drawn from data collected for General Social Survey (GSS) of residents of the United States. The results show that, an increase in job satisfaction is associated with a decrease in turnover intention to leave his or her current employer; and, holding job satisfaction constant; employees with high workplace cultural satisfaction have lower turnover intention compared to employees with low workplace cultural satisfaction. It is worth noting that this relationship is statistically significant at the 90% confidence interval. The results of this study confirm having higher education, increased life satisfaction from work and low-income status is significantly associated statistically with increases in turnover. Furthermore, this research showed that people who employed with the same company for an extended period (about 5 years) are less likely to move. A person who

is the lowest quartile of income (i.e. in the bottom 25 percent of earners) have increased turnover intention and intend to find a new, better-paying job when compared to someone who is not in the lowest quartile of income. People in this group. Additionally, the study also showed that young adults (18-35) have more level of turnover intention compared to mature adults (36-88).

In Ethiopia, different researchers have conducted on employees' turnover and turnover intention in different organizations i.e. private and government organizations, profit and not profit organizations; and business organization and manufacturing industries. As of the knowledge of researcher, relatively very small number of study has done on manufacturing industries. Alemu and Gezimu (2018), Mamuye (2018) and Kebede (2017) are among few researchers who conducted employees' turnover intention in government organization in Ethiopia.

Alemu and Gezimu (2018) conducted a study with the title "Cause of employees' turnover intention in government bureaus in Ethiopia: The case of Dire Dawa Administration". In this study, they explored the major factors that influence turnover intention among permanent employees in Dire Dawa Administration in three government bureaus namely; trade, industry and investment bureau, land development management bureau and urban development bureau. They identified promotion opportunities, Professionalism and Organizational commitment as the major determinant variable for employees' turnover intention in the aforementioned government bureaus. The study revealed that all factors are indirectly related to employees' turnover intention which is consistent with the previous other research findings. The finding of this study also suggested that 'promotion opportunities' are the most significant factor influencing employees to quit their jobs among the permanent employees working in these three government bureaus in Dire Dawa Administration. Organizational commitment and professionalism played the second and third rank, respectively, for the turnover intention of employees.

A study conducted by Mamuye (2018) with the title "Statistical Assessment of Employee's Turnover and its causes: In the case of Moret and Jiru Wereda, North Shoa, Amhara, Ethiopia" has identified job satisfaction, Stress, working hour, incentive, reward & demography as a major determinant of employee turnover. The study concluded that Age of respondent, income of the respondents, experience of the respondents, educational level, satisfaction and incentive to be significantly related with turnover intention of the

respondents and other factors such as gender, working hour and stress are found to be insignificant predictors of the turnover intention of the employees. Another study on the government organization i.e. Ethiopian Revenues and Customs Authority, Eastern Addis Ababa Branch Office; conducted by Kebede (2017) identified Demographic Factor, Benefit and Salary Package as the major determinant factors of employee turnover intention. The study concluded that the employees leave organization due to different reasons. These are lack of potential opportunity for advancements or promotions poor employee employer relationship was not good, the organization has no formal employees' representative, the employees has no sense of belongingness to their organization, insignificant terminal benefits and pension schemes provided to employees, less flexibility in working condition to retain employees were among the points revolved by the employees. All these factors influence most ex-employees to leave and increased the intention of existing employees to leave the organization as well.

A study conducted by Kumar (2011) with the title of “Turnover issues in the textile industry in Ethiopia: A case of Arbaminch Textile Company” is the only research as the knowledge of the researcher which give emphasis for the manufacturing sector. He identified Relationship between superior and subordinate, Training, Recognition, evaluation of job performance, proper direction, promotion, working conditions, salary, co-operation from colleagues and participation in decision-making as the major determinant factor to analyze the employees’ turnover intention in Arbaminch Textile Company. 138 employees were taken for the study and the finding of the study indicated that the turnover of employees is mainly due to low salary.

From the above literature review, the major determinant factors of turnover intention are summarized as follow;

Table 2.1: Major Determinant Factors of Turnover Intention

Authors and Year	Determinants of Turnover Intention
Different Studies in Different Countries	
Kuotsai (1998)	Gender (female), Job satisfaction & Job security
Shankar <i>et al.</i> , (1993) as cited in Arshad & Puteh (2015)	Organizational Commitment
Ali Shah <i>et at.</i> , (2010)	Push Factors (Controlled), Pull Factors (Uncontrolled) & Personal Factors
Albrecht and Andretta (2011)	Empowering Leadership, Empowerment, Engagement & Affective Commitment
Ramley Alan <i>et al.</i> , (2009) as cited in Arshad & Puteh (2015)	Organizational Justice, Procedural Justice & Distributive Justice

Authors and Year	Determinants of Turnover Intention
Different Studies in Different Countries	
Jahangir (2006) as cited in Arshad & Puteh (2015)	Procedural Justice, Job Satisfaction & Organizational Commitment
Park and Kim (2009) as cited in Arshad & Puteh (2015)	Job Satisfaction & Organizational Culture
Shehadah (2017)	External Factors (i.e. Employment perception & Union presence), Work-Related Factors (i.e. Payment, Job performance, Role clarity, Overall job satisfaction & Organizational commitment) and Personal factors (i.e. Age, Gender, Year of experience & Marital status)
Puteh (2015)	Perceived organizational support, Job stress, Work-life balance & Available job alternatives or opportunities
Different Turnover Intention Studies in Ethiopia	
Alemu and Gezimu (2018)	Promotion opportunities, Professionalism and Organizational commitment
Mamuye (2018)	Job Satisfaction, Stress, Working Hour, Incentive, Reward, Demography
Kebede (2017)	Demographic Factor, Benefit and Salary Package
TekleTsadik (2013)	Push Factor (Nature of the Job, Utilization of Skill and Experience, Performance Management System, Staff Training and Development, Opportunity for Advancement, Salary Structure, Benefit package, Leadership & Work load) and Pull Factors (Better paying Job, Career advancement opportunity, Better benefit package, Work place and Working environment & Relationship of employee with management)
Kumar (2011)	Relationship between Superior and Subordinate, Training, Recognition, Evaluation of Job Performance, Proper Direction, Promotion, Working Conditions, Salary, Co-operation from colleagues and Participation in decision-making.

Summary of the Empirical Review

The empirical literature review indicates that turnover intention is not explicit; it is difficult to determine the factors that lead to leave one's job and organization. Therefore, this study paper tried to summarize different factors affecting turnover intention of employees, which are identified by different scholars and researchers. As the above empirical literature implied, it can be concluded that turnover can be caused by different factors. These factors of turnover intentions are different from organization to organization to some extent. Shah *et al* (2010) also supported this conclusion on their study. It can be also concluded that no single factor can be attributed to turnover intentions. Jha (2009) also supported this conclusion in his study.

2.3 Conceptual Framework

In order to ascertain the determinants of turnover intention, this study has conducted an extensive meta-analysis via review of different research works and articles which are done in Ethiopia and other countries. Based on the meta-analysis of determinants of turnover intention (see table 2.1) that was carried out, this research will focus on several determinants of turnover intention as depicted in Figure 2.2 below. The major identified determinant factors are majorly categorized as; Personal Factors, Organizational Factors and External Factors.

2.3.1 External Factors

For this study purpose employees' perception about the alternative employment opportunity and Available Job Alternatives or Opportunity is identified as the main external factor which affects employees' turnover intention. Employees leave the organization if there is a possibility to get an alternative work (Luthans, 1995). However, it can be argued that this is an unmanageable issue, depending on the external environmental factors, such as job availability and the rate of unemployment.

According to Robbins and Judge (2007), turnover is a behavior directed toward leaving the organization, such as looking for a new position as well as resigning. Martin (2011) highlighted that intention to quit is the psychological process that an individual goes through when they are considering alternative employment options due to some measure of dissatisfaction with their current employment situation. In this regard, it is important to satisfy employees' needs and demands towards the organizational support. Conversely, according to Johnsrud and Rosser (1999) and Rosin and Korabik (1995), promises of greater pay and bonus are not the only incentives to prevent employee to leave and switch the job. It was reported that employees were more satisfied and committed if there is a career development opportunities offered by organizations. As such, in many cases, employees will stay or will have no intention to leave if they perceive future advancement opportunities in the organization (West, 2000; Herman, 1999). Negrin and Tzafrir (2004) recommend that

organization has to provide substantial growth opportunities in order to attract their employee's from actively searching for an alternative job in external market.

2.3.2 Organizational Factors

Under the Organizational Factors three major determinant variables are categorized. These are work-related issues, Perceived organizational support and management/leadership support. Each determinant variables are described as below;

2.3.2.1 Work-Related Issues

There are many work-related reasons that make an employee want to quit; this study will cover two variables which may affect the turnover intention in KFSC. These variables are Overall Job Satisfaction and Organizational Commitment.

2.3.2.1.1 Overall Job Satisfaction

The overall job satisfaction of an employee can be affected by different factors. For this study purpose some common factors are identified. These factors are; payment, the job (i.e. expectation about the job, job fit, job involvement and job stress), career promotion, relationship with co-workers, recognition and working environment.

A. Payment

Payment is anything of value, such as money, to its recipients that is offered to compensate, release from work, or to reward for a person's performance (Shehadah, 2017). To be more precise, one of the critical factors of employee turnover is lower salary. When employees receive lower salary and insufficient financial rewards, they tend to stay no longer with the organization (Lavob, 1997; as cited in Al-Mamun & Hasan, 2017). It is often said that job dissatisfaction is the major cause of poor pay scale procedure, leading employees to leave the job. A good illustration of this is that a new employee may guess why the person next to him gets a high salary for what is supposed to be the similar job (Dobbs, 2001 as cited in Al-Mamun & Hasan, 2017). Comparing between the payments, employees usually decide to leave their jobs if there are other available better jobs, financially speaking. Therefore, the amount of payments affects Voluntary Turnover. A common opinion is that good pay can be a strong determinant of job satisfaction that leads to achieve higher productivity in the organization.

B. The Job

Under this variable different sub-variable are included. These are expectation about the job, job fit, job involvement and job stress.

Expectation about the Job: - If organizations cannot fulfill the highest capacity of personal job demand, employees may have a feeling of job dissatisfaction that result in turnover intention. One of the major causes of employee's turnover is that employees depart the organization, while newly hired employees do not get their job expectations. Secondly, some employees are rather unlikely to be in a situation to tolerate few managers or supervisors and, hence, they come to a decision leaving their positions (Makhubu, 2006; as cited in Al-Mamun & Hasan, 2017). As a consequence, it is more imperative for an organization to understand employee's job anticipation and, side by side, take necessary steps to fulfill their needs.

Job Fit: - According to Campion (1991) as cited in Al-Mamun & Hasan (2017), Selection process is related to the fit between the candidate and the job. O'Reilly *et al* (1991) as cited in Al-Mamun & Hasan (2017) argued that job satisfaction levels will go up if there is a good fit between qualities of the applicants and the job. Therefore, it is imperative to have a good fit between what the candidate wishes for and what the organization requires. Organizations will increase the productivity if they recruit the suitable employees and take necessary measures to increase job satisfaction. On the other hand, turnover will not be minimized until employees are not satisfied with the job. As a result, management needs to deal with the pressing issue of employee's turnover and job satisfaction.

Job Involvement: - job involvement is one of the important topics that have been studied by many researchers due to its significant impact on the employee and the organization performance as a whole. Some studies have focused on job involvement and turnover intention, while most of the studies have been dedicated to study job involvement and its relation with job satisfaction, organizational commitment and linked it with turnover intention; this is because of the strong connection between them (Atef *et al*, 2017).

Khan *et al*. (2011) have defined job involvement as the level of employees' engagement in his job and considered a part of his decision-making. When a person feels involved I his job, his work represents the most important part of his life (Atef *et al*, 2017). Similarly, Kanungo (1982) as cited in Atef *et al* (2017) have defined involvement as the extent to which an employee is emotionally identified or committed to his job. Moreover, he pointed that

individuals who are involved in their jobs, are more likely to be motivated and satisfied which will affect their job overall performance positively, consequently it will result in lower absenteeism level and decrease their turnover intention.

Job Stress: - The emerging evidence as stated by Leontaridi and Ward (2002) stated that stress is serious and noxious characteristic of the working environment impairing employee performance through turnover and absenteeism. Abushaikha and Sheil (2006) as cited in Puteh (2015) found that stress has both positive and negative aspects, which may lead to either achievement or towards harmful effects. Stress, in the literature is defined as a nonspecific response of the body to a stimulus or event (Kavanagh, 2005; as cited in Puteh, 2015). Furthermore, stress is naturally present in the organizations and it is produced due to different workplace stressors (Zhang and Lee, 2010; as cited in Puteh, 2015). As mentioned by Applebaum *et al.*, 2010, environmental stressors in the work environment influence the job satisfaction of employees, which in turn leads to the intention to leave the job.

C. Career Promotion

In wide terms, reward program demonstrates the broad theory of compensation strategy which is described as the “deliberate utilization of the pay systems as an essential integrating mechanism through which the efforts of various subunits or individuals are directed towards the achievement of an organization’s strategic objectives” (Labov, 1997; as cited in Al-Mamun & Hasan, 2017). The best way of promoting and motivating employees would be a combination of pay, promotion, bonus and other kinds of rewards to achieve organizational performance (Ting, 1997; as cited in Al-Mamun & Hasan, 2017). The reason behind is that lack of promotion and ordinary work responsibilities considerably can lead to the intention of turnover (House *et al.*, 1996). To an extent, employees consider leaving the organization due to the ineffective performance assessment and perceptions of job unfairness (Weiss and Cropanzano, 1996; as cited in Al-Mamun & Hasan, 2017). By implementing “job enrichment” programs, organization would be capable of retain employee and to provide the opportunities for better career development (Magner *et al.*, 1996).

D. Relationship with Co-workers

In 2002, a study carried out by Martin and Martin (2003) of 477 workers in 15 companies investigates the reasons why employees are intended to quit the job. One of their major findings is that “co-worker’s intentions have a major significant impact on all destination

options – the more positive the perception of their co-workers’ desire to leave, the more employees themselves wanted to leave”. In fact, job change acts as a form of social pressure or rationalization on employees while co-workers intend to leave their positions. Different studies revealed that there is a positive correlation between relationship with co-workers and job satisfaction (Al-Mamun & Hasan, 2017).

E. Reward and Recognition

Rewards can be defined as an award given to an employee on their achievement and contribution towards their organization; this can be gifts or incentives in any form. Recognition can be described as praising the employee based on their achievements and involvement in the company. Reward scheme is primarily use to attract, retain and encourage the employees in the hospitality organization (Tett and Meyer, 1993).

Through Reward and Recognition, the motivation of employees is improved and it also lessens the staff turnover rate. Previous studies have shown that the employees get attached and committed to their organization when they are acknowledged for their work and get rewarded (Salie&Schlechter, 2012; as cited in Al-Mamun & Hasan, 2017). The employees appreciate reward and recognition system and therefore they remain motivated and encouraged.

F. Working Environment

If working environment is low-grade due to lack of all the basic facilities such as proper lighting, working in a space with some natural light, ventilation, air conditioning system, open space, restroom, lavatory, furniture, safety equipment while discharging hazardous duties, drinking water and refreshment, workers will not be capable of facing up the difficulty for a long time (Singh, 2008). Besides, a bad boss creates an adverse working environment, thereby leading the employees to leave the job.

Working conditions in an organization have a role to play in deciding whether to stay or leave. Good working conditions may serve as a motivating factor to employees, in order to stay in an organization; whereas non-conducive environment contributes to employee turnover. (Guyo *et al.*, 2011; as cited in Shehadah, 2017). A stimulating work environment that makes effective use of people’ s skills and knowledge, allows them a degree of autonomy on the job, provides an avenue for them to contribute ideas, and allows them to see

how their own contribution influence the company's well-being (Luthans, 2002; as cited in Shehadah, 2017). In an unfavorable working environment, employees do not want to stay; due to this, some employees jump from company to company because they prefer a working environment that is suitable for them.

2.3.2.1.2 Organizational Commitment

Organizational Commitment can be defined differently. Yücel (2012) as cited in Shehadah (2017) says that it is a strong relation between an employee and the workplace. In that relation, an employee tries his\her best to adhere to the organization's principles and objectives; therefore, s\he works hard to ensure the success of the organization. It is logical to say, then, that Organizational Commitment is of great value to understanding how turnovers are less when the employee is more committed. Loyalty is an asset that encourages employees to stay in their jobs and not quit (Omar *et al*, 2012; as cited in Shehadah, 2017). Other studies, too, such as those of Jehanzeb *et al*. (2013) and Addae *et al*. (2008) as cited in Shehadah (2017) show that there is a negative relation between Organizational Commitment and Turnovers. Mowday *et al*. (1979) as cited in Puteh (2015) explained that organization commitment presented those organizational objects prefer to increase work and work hard in the organization, and preferring to belongs to the organization. In addition, the employees with high organization commitment have the strong desire to maintain the membership of the organization. Other studies, too, show that there is a negative relation between organizational commitment and turnover intention. Meyer and Natalie (1997) as cited in Shehadah (2017) divided organizational commitment in to three sub-categories; namely the affective, normative, and continuance commitment.

Affective Commitment: - refers to the positive emotions that the employee acquires when he\she is pleased with his work. Cohen (1996) indicated that employees with a higher level of affective commitment towards their jobs have a higher level of continuance and normative commitment.

Normative Commitment: - originates from the employees' inner feeling of obligation towards the workplace.

Continuance Commitment: - refers to the employee's own judgment of the social and financial consequences of quitting the job.

2.3.2.2 Perceived Organizational Support

The development of employees perceived organizational support has received considerable attention in the industrial or organizational psychology literature (Eisenberger *et al.*, 2002; Rhoades and Eisenberger, 2002; Shore and Shore, 1995; as cited in Puteh, 2015). According to Allen *et al.*, 2003, although there is some evidence that perceived organizational support is negatively related to turnover intention, however there several studies examined the relationship between perceived organizational support and turnover intention, and more research is needed to empirically demonstrate the nature of the relationship between them.

2.3.2.3 Management/Leadership Support

A poor relationship with the management can be an important reason for the employees to leave their jobs. Employees demand a relationship, which is bounded with good support from managers and supervisors and to be treated fairly and respectfully. Taylor (2002) mentions that employees need managers, who know and understand them and who treat them fairly. Employees also choose managers who can be trusted. If employees feel that their managers are fair, reasonable and supportive, their levels of job satisfaction increase. Besides, if the manager shows interest in the well-being of employees and is supportive and sensitive towards employees emotionally, employee job satisfaction also increases (Egan, Yang & Bartlett, 2004).

According to Sias (2005) research, quality of subordinate and supervisor relationship negatively related to employee turnover intention. Griffeth and Hom (2001) stated that bad supervision is a prime malefactor of turnover. Besides, little supervision and less support from managers/supervisors in conducting the assignment, lack of fixing issues or problems decreases workers' ability to cope with their stressful jobs, leads to high level of personal tension thereby increased likelihood of leaving jobs.

2.3.3 Personal Factors

While there could be plenty of external factors that lead to employees' turnover, there are other personal reasons that drive employees to quit. For example, age, gender, years of experience, and number of dependents can be reasons behind someone's turnover. For the

purpose of this study, demographic factor and personality/perception about the job are identified as the determinants of personal factors.

2.3.3.1 Demographic Factors

Ingersoll (2001) reached to a conclusion that teachers < 30 and teachers > 50 tend to leave their jobs; more than middle-aged ones. One reason for older teachers to leave their jobs is retirement. As for young teachers, it is usually done for having found better alternatives. Unlike men, women were seen to show more loyalty to their jobs. Researches on gender as a factor have come to complicated and fluctuating results. Some scholars showed that males' satisfaction at a work environment was more than women's. On the other hand, some reported the opposite. Other scholars stated that there were not any differences to begin with (Hilina, 2011). At schools and in the field of teaching, males tend to quit their jobs more than females (Ingersoll, 2001).

It appears that the general view that women's best field of work is teaching has affected women's desire to become teachers and continue working in that field. It is something women like doing [teaching]. Furthermore, teaching jobs offer stability. Schools do not move from one place to another; thus, teachers remain at the same workplace. This is something preferred by women, as settling down is an advantage (Assefa, 2014).

2.3.3.2 Personality/Perception about the Job

Dispositional variables are seen as personality attitudes, characteristics, preferences, motives and needs that lead to the tendency to respond to a situation in a predetermined way (House, Shane & Herold, 1996 as cited in Curran, 2012). According to Weiss & Cropanzano (1996) as cited in Curran (2012), personality might affect the experience of emotional happenings at work which, in turn, may influence job satisfaction. Based on the determinants of turnover intention as discussed above, the proposed model of the study to be tested is shown in Figure 2.2 below.

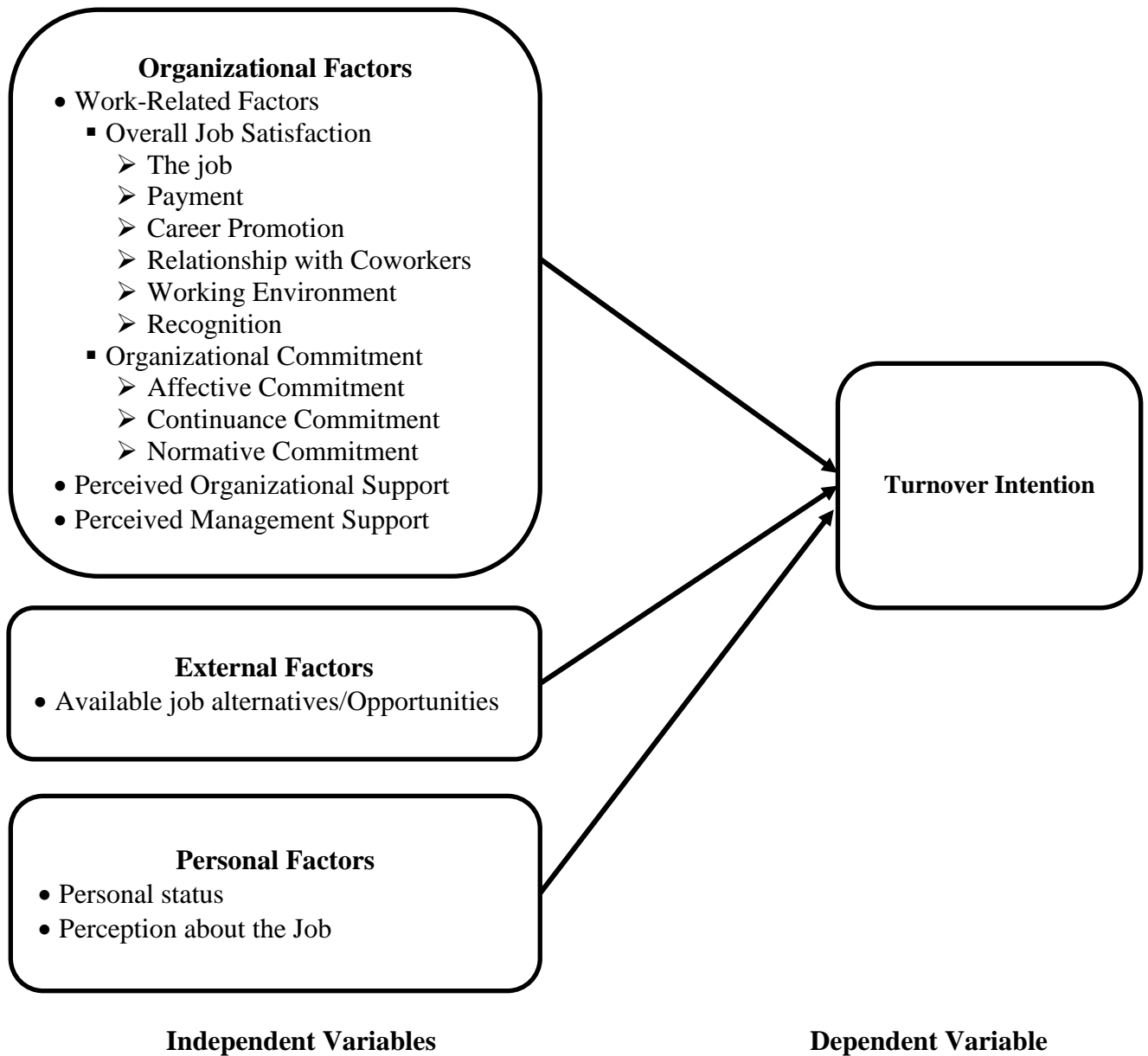


Figure 2.2: Conceptual Framework

Source: Developed by the researcher by adapting from Shehadah (2017) and Puteh (2015)

Chapter Three: Research Methodology

This chapter describes the research methodology and techniques used to conduct the study. In this chapter, the practical methods used in order to answer the research questions and fulfill the purpose of the research are presented.

3.1 Research Approach

Research approach is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically (Kothari, 2004). It assumes there is a logical order the researcher needs to follow in order to achieve a certain predetermined result (Jonker and Pennink, 2010). There are two kinds of research approach, qualitative research and quantitative research. Quantitative research seeks to quantify the collected data for analyzing, and find a final course of the action. Qualitative research forms a major role in supporting decision-making, primarily as an exploratory design but also as a descriptive design. Therefore, in order to address problems of the study from different perspectives and in order to counter balance the quantitative and qualitative data results of the study, the researcher was used a mixed (abductive) research approach or both the quantitative and qualitative research via using questionnaires having open-ended and close-ended as the appropriate tool.

3.2 Research Design

Research designs are plans and procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis (Creswell, 2009). The function of research design is to provide the collection of relevant evidence with minimal expenditure of effort, time and money (Kothari, 2004).

The aim of the research is to assess the factors, which affect employees' turnover intention in KFSC. As shown in the conceptual framework of the research, different factors are identified to measure their effects on employees' turnover intention in KFSC. These are Personal Factors, Organizational Factors and External Factor. For measuring the effect of each factor on employee turnover intention, the researcher used descriptive and explanatory research design.

Descriptive research attempts to define or describe a subject often by creating a profile of a group of problems, people or events through the collection of data the tabulation of the frequencies on research variables or their interaction: the study reveals who, what, where, when and how much (Cooper and Schindler, 2006). This design was chosen for this study because it describes the characteristics of the employees and thus determines the factors that influence employee turnover and it allows the researcher to explore a wider range of factors and enables to answer the basic questions specified in the problem statement.

In addition, the descriptive research includes cross sectional analysis, which is done through surveys. Cooper and Schindler (2006) define a survey as an instrument process used to collect information during a highly structured interview through use of structured questionnaires. Cross sectional research design involves carrying out of a study just once and the information is therefore used to represent a specific time, since the research is limited in time, as the research is being undertaken for an academic course limited to 3 months (Saunders Lewis and Thornhill,2003). The data collection instrument used in the study is a questionnaire.

3.3 Target Population and Sampling Techniques

3.3.1 Population

Saunders, Lewis and Thornhill (2003) define a population as the entire collection of people, animals, plants or things from which we may collect data. It is also referred to as the entire group we are interested in from which we wish to describe or draw conclusions about.

The population for this study would be all permanent employees of KFSC from the top-level management employees up to lower level operational or factory level employees. Employees who are not permanent is not be included in the study despite there is more or less the same problem were faced in relation with turnover of permanent employees in the factory. Currently (as of August 2019), KFSC has a staff size of 360 permanent & 60 casual employees which it plans to grow annually along with its capacity utilization. Therefore, the population of this study was employees of KFSC except casual employees (only permanent employees are the target population for the study). Hence, the total population size was 360 employees.

KFSC categorize all its employees under five departments namely: operations, finance, sales and marketing, human resource, and procurement. The number of employees under each department is presented as below:

Table 3.1: Population of the Study (employees across different departments)

S.N	Department	Number of Employees
1	Operations	301
2	Finance	15
3	Sales and Marketing	23
4	Human Resource	19
5	Procurement	2
	Total	360

Source: KFSC Human Resource Department (as of August 25, 2019).

Thus, the population of study was comprise operators, finance experts, sales and marketing experts, human resource and procurement experts working in KFSC.

3.3.2 Sampling Design

A sample design is a defined plan for obtaining a sample from a given population (Kothari, 2004).

3.3.2.1 Sampling Frame

Sample frame is defined as a list of the items or people forming a population from which a sample is taken (Cooper and Schindler, 2006). The study was undertaken in all departments of KFSC factory. Since this study was dealing with employees from 5 departments of KFSC; as indicated in the previous section. The sampling frame was drawn from various employees in 5 different departments as shown in Table 3.1 above.

3.3.2.2 Sampling Size

Due to time and resource constraints to include the total population in the study, it was difficult to study all the population of the study and it is necessary to take sample from the total population under study. Sekeran (2001) defines a sample as a portion of the population that has attributes as the entire population. For this study, the researcher has used optimal sample size that is not too large sample size to be in line with available resource and time and

too small sample size, which may not represent the total population. Therefore, appropriate sample size has to be applied in order to get good representative data.

The researcher used Slovin's formula statistics Canada (2010) as cited by (Kebite, 2018) to determine the sample size at 95% confidence level, degree of variability = 0.5 and level of precision/sampling error = 5%.

The formula is;

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

Where: n = Sample size
N = Population size
E = Level of precision or acceptable sampling error (0.05)

$$\text{Sample size (n)} = \frac{360}{1 + 360(0.05)^2}$$
$$\mathbf{n = 189}$$

Based on the above formula from the total study population of 360 employees of KFSC, 189 employees from different department were selected as a sample.

Mugenda and Mugenda (2003) stated that a sample size should be as large as possible so as to produce the salient characteristics of the accessible population to an acceptable degree. They have also indicated that a descriptive study should include at least 30% of the total population. Therefore the sample size of 189 was considered representative as it represents 53% of the total population.

3.3.2.3 Sampling Techniques

Sample technique is defined as the process by which the entities of the sample have been selected (Cooper and Schindler, 2006). There are two types of sampling techniques probability and Non-probability sampling Techniques. Non-probability sampling is that sampling procedure which does not afford any basis for estimating the probability that each item in the population has of being included in the sample. Non-probability sampling is also known by different names such as deliberate sampling, purposive sampling and judgment sampling. In this type of sampling, items for the sample are selected deliberately by the researcher; his choice concerning the items remains supreme. In other words, under non-probability sampling the organizers of the inquiry purposively choose the particular units of the universe for constituting a sample on the basis that the small mass that they so select out

of a huge one will be typical or representative of the whole (Creswell, 2003). In probability sampling, all people within the research population have a specifiable chance of being selected. These types of sample are used if the researcher wishes to explain, predict or generalize to the whole research population (Dawson, 2002).

It is very important to choose a sample that is truly representative of the population so that the conclusion derived from the sample can be generalized back to the population of interest. Hence, this study used stratified random sampling (which is one of probability sampling) by applying proportionate stratum random sampling to select samples from the existing employees of KFSC. This technique was acceptable because it is based on probability; it ensured that all employees from the different strata were adequately represented.

Stratified random sampling is a sample obtained by separating the population into homogenous groups these are called strata and then select a sample from each stratum using proportional size of stratum. A stratified random sampling allows us to take into account the different subgroups of people in the population and helps guarantee that the sample accurately represents the population on specific characteristics.

Samples from each stratum were selected by using the following equation:

$$n_h = (N_h / N) * n$$

Where n_h is the sample size for stratum h , N_h is the population size for stratum h , N is total population size, and n is total sample size. The stratum for this study was divided into 5 departments. The strata's were; top level management, middle level management and lower level management. The lists of the participants or respondents were taken from each sample frame of the employees. Therefore, the sample size for the five departments is as follows;

Table 3.2: Proportionate Stratified Sample Size

No.	Strata	Total Strata Size	Proportionate Sample
1	Operations	301	158
2	Finance	15	8
3	Sales and Marketing	23	12
4	Human Resource	19	10
5	Procurement	2	1
	Total	360	189

Source: KFSC Human Resource Department (as of August 25, 2019).

Based on the size of each stratum the respondents were selected using a simple random sampling technique. Simple Random Sampling provides the opportunity for each member of the population under study to have an equal chance of being selected (Dawson, 2002). The questionnaires were distributed randomly across each department.

3.4 Sources of Data and Data Collection Techniques

3.4.1 Data Sources and Types

To assess the factors which affect the intention of turnover in KFSC, the researcher gathered data from existing employees working in 5 departments such as operations, finance, sales & marketing, human resource and procurement. In order to collect the needed data for this research, both primary & secondary data sources were used and collected carefully in order to achieve the research objectives. The primary data were collected through a semi-structured questionnaire adopted from previous studies i.e. a questionnaire used by Puteh (2015), Shehadah (2017) and others; and modified by the researcher in order to relate it with the specific objectives of the research. Questionnaire was designed to gather data from employees of KFSC. The researcher decided to use questionnaire because, it will help in gathering basic data from large number of respondents with less time and interview to get the advantage of collecting detailed information from small number of respondents.

The questionnaires contained open-ended and closed-ended questions, where the respondents were required to answer all the questions. With the open-ended questions, the respondent was able to provide answers to the questions and further highlight on the arrears that had not been captured in the questionnaire but were relevant to the study.

The questionnaire has 83 questions & prepared in both English & Amharic language. The questionnaire was structured in four sections. These are demographic information, factors affecting employee intention to leave, intention to leave and additional information. The name of sections, sub-sections & number of questions is presented as below;

Table 3.3: Questionnaire Structure of the Study

S.N	Sections	Number of Questions
1	Section One – Demographic Information	5
1	Demographic Information	5
2	Section Two – Factors Affecting Employee Intention to Leave	74
2.1	Personal Factors	9
2.1.1	Perception about the Job	6
2.1.2	Personal Status	3

S.N	Sections	Number of Questions
2.2	Organizational Factors	22
2.1	Perceived Organizational Support	12
2.2	Perceived Leader/Management Support	10
2.3	Work-related Factors	41
2.3.1	Overall Job Satisfaction	29
2.3.1.1	<i>The job</i>	2
2.3.1.2	<i>Payment</i>	7
2.3.1.3	<i>Career Promotion</i>	4
2.3.1.4	<i>Relationship with Co-workers</i>	5
2.3.1.5	<i>Working Environment</i>	7
2.3.1.6	<i>Recognition</i>	4
2.3.2	Organizational Commitment	12
2.3.2.1	<i>Affective Commitment</i>	4
2.3.2.2	<i>Continuance Commitment</i>	4
2.3.2.3	<i>Normative Commitment</i>	4
2.4	External Factor	2
3	Section Three – Intention to Leave	2
3.1	Intention to leave	2
4	Section Four – Additional Information	2
4.1	Additional Information	2

Source: - Authors' Computation

The questionnaires are attached as appendix 1 & 2 in this study report. Regarding the collection of secondary data, the researcher referred several literatures, reports, journals, academic magazines, published papers, books, essays, researches, dissertations, websites, reports and documents related to the research topics.

3.5 Research Procedure

A pilot test involving 19 respondents group (10% of the desired respondents) was carried out to evaluate the completeness, precision, accuracy and clarity of the questions toward addressing the various research objectives and the overall objective of the study. The changes and suggestions of the respondents were then incorporated to the questionnaires to ensure all aspects were sufficiently covered. A letter of introduction was attached to the questionnaires explaining the purpose of the study. This was preceded by seeking permission from the departmental heads so that the study can be carried out on the company. The questionnaires were administered to respondents during working hours. The whole exercise was conducted within three weeks. The questionnaire took an average of forty-five minutes to be completed by respondents. To ensure a high response rate a representative was selected from each strata who were contacted via telephone and sent reminders.

3.6 Data Analysis

Once the period allocated for the questionnaires to be filled lapsed and the questionnaires that had been filled were returned, the researcher checked through all the questionnaires for missing data and sections of the questionnaires that were not filled. Only properly filled questionnaires were used. After the cleaning of the data was completed, coding of the data was done in the statistical software. The software used was SPSS version 25 due to its ease of use and clarity of output.

To fulfill the stated objective of the study, descriptive data analysis method such as frequencies, percentages, mean, standard deviation and inferential statistics like Pearson correlation coefficient to ascertain whether there is statistically significant relationship exists between independent variables and dependent variables and to present results of the data analysis were applied. The data collected was analyzed using mean, which was a measure of central tendency.

The study also adopted multiple linear regression and Pearson correlation analysis to establish the relationship between variables of interest. Specifically, multiple linear regression analysis was used to determine the joint relationship between independent and dependent variables. The regression model was:

$$TI = \beta_0 + \beta_1 OF + \beta_2 EF + \beta_3 PF + \varepsilon$$

Where; TI is Turnover Intention (Dependent Variable), OF is Organizational Factor, PF is Personal Factor, β_0 is Intercept, β_1 , β_2 and β_3 are model parameters; ε is the error or noise term.

Pearson correlation analysis was determined if there is a relationship between the independent variables (Personal factor, Organizational factor, Work-related factor and External factors) and intention to leave KFSC. This included the nature, magnitude and significance of such relationship. Pearson Correlation analysis was conducted at 95% confidence level ($\alpha = 0.05$).

The researcher used in the data analysis both qualitative and quantitative data analysis methods. The researcher used the following statistical tools:

- 1) Pearson Correlation Coefficient for Validity
- 2) Cronbach's Alpha for Reliability Statistics
- 3) Kolmogorov-Smirnov test of normality
- 4) Frequency and Descriptive analysis
- 5) Multiple Linear Regression Model
- 6) One-sample T test
- 7) Independent Samples T-test
- 8) Analysis of Variance.

3.7 Validity of Questionnaire

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Validity refers to the extent to which a test measures what we actually wish to measure (Kothari, 2004). Validity has a number of different aspects and assessment approaches. Statistical validity is used to evaluate instrument validity, which includes internal validity and structure validity (Shehadah, 2017).

3.7.1 Internal Validity

Internal validity of the questionnaire is the first statistical test that will be used to test the validity of the questionnaire. It measured by the correlation coefficients between each item (questionnaire) under each major determinant factor. Table 3.6 clarifies the correlation coefficient for each item in the “Personal Factor” and the total of the field. The p-values (Sig.) are less than 0.05 except one question, so the correlation coefficients of this field are significant at $\alpha = 0.05$. Therefore, it can be said that the items of this field were consistent and valid to measure what they were set for.

Table 3.4: Correlation Coefficient of each items of “Personal Factors” & the total of this field

No	Item	Correlation Coefficient	P-Value
1	I am satisfied with my job	-.277**	0.001
2	I enjoy coming to work everyday	-.272**	0.001
3	I feel committed to my job	.169*	0.042
4	My personal values are aligned with the values of the organization.	-.254**	0.002
5	I am involved in the social networks/peer group relations of the organization.	-.191*	0.021
6	I have the tools and resources to do my job well.	-.250**	0.002
7	As my age increase my chance of staying in the organization increases.	-.199*	0.016
8	As my level of qualification increases commitment and level of	-.168*	0.044

No	Item	Correlation Coefficient	P-Value
	stay in the organization increases.		
9	As I get married and form my own family my chance of staying in the organization increases.	-.177*	0.034
**. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).			

As it is indicated in the above table, it can be said that the items of this field were consistent and valid to measure what they were set for. Table 3.7 as indicated below, clarifies the correlation coefficient for each item in the “Organizational Factor” and the total of the field.

Table 3.5: Correlation Coefficient of each items of “Organizational Factor” & the total of this field

No	Item	Correlation Coefficient	P-Value
1	KFSC strongly considers my goals and values	-.168*	0.043
2	KFSC would accept any compliant from me	-.235**	0.004
3	KFSC considers my best interests when it makes decisions that affect me.	-.249**	0.003
4	I am satisfied for my involvement in decisions that affect my work	-.168*	0.043
5	Help is available from KFSC when I have a problem.	-.200*	0.016
6	KFSC really cares about my well-being.	-.222**	0.007
7	KFSC is willing to help me when I need a special favor.	-.249**	0.003
8	KFSC cares about my opinions.	-.275**	0.001
9	KFSC vales my contribution to its well-being.	-.273**	0.001
10	KFSC tries to make my job as interesting as possible.	-.222**	0.007
11	KFSC cares about my general satisfaction at work	-.155**	0.001
12	I am satisfied with the information I receive from management on what’s going on in the company.	-.222**	0.007
13	My immediate boss strongly considers my goals and values	-.249**	0.003
14	My immediate boss would accept any compliant from me	-.257**	0.002
15	My immediate boss considers my best interests when it makes decisions that affect me.	-.273**	0.001
16	Help is available from my immediate boss when I have a problem.	-.235**	0.004
17	My immediate boss really cares about my well-being.	-.168*	0.043
18	My immediate boss is willing to help me when I need a special favor.	-.235**	0.001
19	My immediate boss cares about my opinions.	-.197*	0.017
20	My immediate boss vales my contribution to its well-being.	-.250**	0.002
21	My immediate boss tries to make my job as interesting as possible.	-.215**	0.010
22	My immediate boss cares about my general satisfaction at work	-.249**	0.003
**. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).			

As it is indicated in the above table, it can be said that the items of this field were consistent and valid to measure what they were set for. Table 3.8 as indicated below, clarifies the correlation coefficient for each item in the “Work-related Factor” and the total of the field.

Table 3.6: Correlation Coefficient of each items of “Work-related Factor” & the total of this field

No	Item	Correlation Coefficient	P-Value
----	------	-------------------------	---------

No	Item	Correlation Coefficient	P-Value
1	I like the type of work that I do	-.303**	0.000
2	Overall, I am satisfied with my job	-.165*	0.047
3	The organization maintains a competitive pay and benefits package	-.243**	0.003
4	The salary structure of KFSC helps to attract and retain high performing employees	-.176*	0.034
5	My salary is fair for my position and the work I perform	-.173*	0.037
6	I feel I am adequately paid in KFSC compared to my colleagues at other government organizations	-.325**	0.000
7	My pay is fair for my position	-.303**	0.000
8	The overtime payment in KFSC is satisfactory.	-.290**	0.000
9	Overall, I'm satisfied with KFSC's pay & benefits package.	-.331**	0.000
10	There is opportunity for me to advance at the organization	-.357**	0.000
11	I understand what is expected for career advancement in the organization	-.352**	0.000
12	I trust that if I do good work, I will be considered for a promotion in the organization	-.312**	0.000
13	Overall, I'm satisfied with the career development and promotion policies of KFSC	-.184*	0.026
14	My co-workers would cover for me if I needed to leave work to deal with an important non-work issue.	-.167*	0.045
15	My co-workers encourage my personal and career development.	-.185**	0.026
16	I feel a strong personal attachment to my peers in the work place.	-.203**	0.014
17	I am proud to work in my current team.	-.197*	0.017
18	I like the people I work with.	-.235**	0.001
19	KFSC provides the technology, equipment and resources I need to do my job well	-.197*	0.017
20	My general work area is conducive	-.204*	0.014
21	My workspace has adequate privacy for me to do my job	-.274**	0.001
22	My current job is not stressful	-.202**	0.015
23	The location of KFSC factory is conducive for me.	-.327**	0.000
24	The restaurant and other recreational facilities found in KFSC are comfortable for me.	-.234**	0.005
25	Overall, the working environment is good.	-.347**	0.000
26	KFSC appreciates my extra effort.	-.332**	0.000
27	My immediate boss appreciates any extra effort from me.	-.316**	0.000
28	My supervisor acknowledges when I do my work well	-.295**	0.000
29	Overall, I am satisfied with the recognition and reward system of the organization in general and my department specifically.	-.296**	0.000
30	I would be very happy to spend the rest of my career with KFSC.	-.284**	0.001
31	I really feel as if this organization's problems are my own.	-.217**	0.009
32	KFSC has a great deal of personal meaning for me.	-.198**	0.017
33	I feel a strong sense of belonging to my organization.	-.204**	0.014
34	It would be very hard for me to leave KFSC right now, even if I wanted to.	-.196**	0.018
35	Too much in my life would be disrupted if I decided I wanted to leave my organization now.	-.175**	0.035
36	Right now, staying with my organization is a matter of necessity as much as desire.	-.177**	0.033
37	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.	-.331**	0.000
38	I think that people these days move from company to company too often.	-.359**	0.000
39	Jumping from organization to organization seem at all unethical to me.	-.168*	0.044
40	If I got another offer for a better job elsewhere, I would not feel it was right	-.164*	0.049

No	Item	Correlation Coefficient	P-Value
	to leave my organization.		
41	Things were better in the days when people stayed with one organization for most of their careers.	-.198*	0.017
**. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).			

As it is indicated in the above table, it can be said that the items of this field were consistent and valid to measure what they were set for.

3.7.2 Structural Validity

Structural validity is the second statistical test that will be used to test the validity of the questionnaire structure by testing the validity of major determinant factors i.e. organizational factor, personal factors and external factors. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of Likert Scale.

Table (3.9) clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (Sig.) are less than 0.05 & 0.01, so the correlation coefficients of all the fields are significant. Therefore, it can be said that the fields are valid to measure what they were set for to achieve the main aim of the study.

Table 3.7: Correlation coefficient of each field and the whole of questionnaire

S.N	Field	Correlation Coefficient	P-Value
1	Personal Factors	-.243**	0.003
1.1	Perception about the Job	-.272**	0.001
1.2	Personal Status	-.188*	0.024
2	Organizational Factors	-.317**	0.000
2.1	Perceived Organizational Support	-.293**	0.000
2.2	Perceived Leader/Management Support	-.330**	0.000
2.3	Work-related Factors	-.339**	0.000
2.3.1	Overall Job Satisfaction	-.348**	0.000
2.3.1.1	<i>The job</i>	-.257**	0.002
2.3.1.2	<i>Payment</i>	-.291**	0.000
2.3.1.3	<i>Career Promotion</i>	-.348**	0.000
2.3.1.4	<i>Relationship with Co-workers</i>	-.197*	0.018
2.3.1.5	<i>Working Environment</i>	-.402**	0.000
2.3.1.6	<i>Recognition</i>	-.303**	0.000
2.3.2	Organizational Commitment	-.293**	0.000
2.3.2.1	<i>Affective Commitment</i>	-.207*	0.013
2.3.2.2	<i>Continuance Commitment</i>	-.285**	0.001
2.3.2.3	<i>Normative Commitment</i>	-.239**	0.004
3	External Factor	.582**	0.000
**. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).			

3.8 Reliability

Reliability is the extent to which a study's operations can be repeated, with the same results and it also involves the accuracy of the chosen research (Wiedersheim-Paul and Eriksson as cited on Hailegebriel, 2016). The reliability of an instrument is the degree of consistency that measures the attributes it is supposed to be measuring (George & Mallery, 2006). The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability becomes. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. To insure the reliability of the questionnaire, Cronbach's Coefficient Alpha was applied.

Cronbach's alpha (George & Mallery, 2006) is designed as a measure of internal consistency; i.e. do all the items within the instrument measure the same thing? The normal range of Cronbach's coefficient alpha value is between 0.0 and + 1.0, and the higher values reflect a higher degree of internal consistency. Cronbach's Coefficient Alpha was calculated for each field of the questionnaire. The closer the coefficient is to 1.0, the greater is the internal consistency of the items (variables) in the scale. Moreover, the widely acceptable cut – off level of Alpha value in most social science research is 0.7 (Hulland, 1999 as cited in Reddy & Abay, 2018).

Table (3.10) shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from 0.723 and 0.989. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.970 (97%) for the entire questionnaire which indicates an excellent reliability of the entire questionnaire. The scales with the coefficient alpha above 0.90 are considered to have excellent reliability (George and Mallery, 2003 as cited in Reddy & Abay, 2018). This shows that there is very high internal consistency and reliability in the questionnaire. Therefore, the level of alpha was considered to be reliable enough to proceed with the data analysis.

Table 3.8: Cronbach's Alpha for each field of the questionnaire

S.N	Field	No. of Items	Cronbach's Alpha
1	Personal Factors	.860	9
1.1	Perception about the Job	.723	6
1.2	Personal Status	.962	3
2	Organizational Factors	.955	22
2.1	Perceived Organizational Support	.929	12
2.2	Perceived Leader/Management Support	.888	10

S.N	Field	No. of Items	Cronbach's Alpha
2.3	Work-related Factors	.976	41
2.3.1	Overall Job Satisfaction	.972	29
2.3.1.1	<i>The job</i>	.753	2
2.3.1.2	<i>Payment</i>	.957	7
2.3.1.3	<i>Career Promotion</i>	.982	4
2.3.1.4	<i>Relationship with Co-workers</i>	.972	5
2.3.1.5	<i>Working Environment</i>	.817	7
2.3.1.6	<i>Recognition</i>	.989	4
2.3.2	Organizational Commitment	.919	12
2.3.2.1	<i>Affective Commitment</i>	.982	4
2.3.2.2	<i>Continuance Commitment</i>	.800	4
2.3.2.3	<i>Normative Commitment</i>	.932	4
3	External Factor	.753	2
4	Turnover Intention	.821	2

As it is explained in preceding sections, since the questionnaire is adopted from previous studies of Puteh (2015) and Shehadah (2017) i.e. since the questions are already tested questionnaires, the value of Cronbach's Alpha for all variables as tested in KFC as indicated in the above table are significant enough to proceed. Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution to the population sample.

3.9 Variable Description

Based on the theoretical and empirical analysis of the literature review, for assessing the factors affecting employees' turnover intention in KFSC, the researcher adopted a model used by different authors as mentioned in the previous sections. So the dependent variable is KFSC's employee turnover intention and the independent variables are; Organizational factors (i.e. work related issues such as overall job satisfaction and organizational commitment, perceived organizational support and management/leadership support), External factors (i.e. available job alternatives/opportunities), and Personal factors (i.e. Demographic factor and personality/perception about the job).

3.10 Ethical Consideration

This study identified five key ethical issues that could affect this research study, and put in place strategies to address them: informed consent; confidentiality; feedback of results; negative impact on employability; and security of data (Neuman, 2011). Informed consent was provided by respondents in this study through the return of their completed questionnaires to the research team as explained in the beginning of the questionnaire.

Confidentiality was maintained and upheld by the research team. Feedback of results to respondents was made through presenting the findings to the advisor. Negative impact of employability is protected through upholding confidentiality of responses. Finally, securing of data was upheld by storing all responses in the hands of the research team.

Chapter Four: Data Analysis and Discussion of Results

This chapter present data analysis and discussion of the research findings. The data analysis was made with the help of Statistical Package for Social Science (SPSS version 25). The presented and analyzed data are also interpreted by the researcher. A total of 83 questionnaires were circulated to 189 targeted sample, however 145 completed and properly returned, thus making the response rate 77%. Therefore, 145 useable questionnaires were considered for the study.

4.1 Response Rate

Self-completion questionnaires which are simple and easy to understand were designed to collect data from permanent employees of KFSC. Structured interview questions were also designed to collect data from the permanent employees of KFSC. The questionnaires contained close-ended questions with a five-point Likert scale on which the respondent was asked to tick the boxes that apply to them; and open ended questionnaire. The study distributed the questionnaires to the sample respondents. The response rate is shown in Table 4.1 below.

Table 4.1: Response rate for respondents of KFSC

No.	Description	Respondents/Employees
1	Sample selected	189
2	Questionnaires distributed	189
3	Questionnaires returned	145
4	Response rate (%)	77%
5	Usable responses	145

Source: - Computed by the researcher

In this study, as it was shown in the previous section, proportionate stratified cluster sampling were applied. The response rate across the strata/departments is presented as below;

Table 4.2: Response rate across strata in KFSC

No.	Strata	Questionnaire Distributed	Questionnaire Returned	Response Rate (%)
1	Operations	158	121	77
2	Finance	8	6	75
3	Sales and Marketing	12	8	67
4	Human Resource	10	9	90
5	Procurement	1	1	100
	Total	189	145	77

4.2 Personal Characteristics

In the questionnaire, in order to assess the personal characteristics of respondents, 5 questions were prepared. These questions were designed in order to know the department, gender, marital status, qualifications and age of respondents. The result of the survey is presented as follow;

Department of Respondents

As indicated in Table 4.3 below, the researcher wanted to establish the rate at which employees in each department were leaving the organization and why. 83% of the employees were from the operation department and worked in factory production section. List number of respondents were observed in procurement department.

Table 4.3: Department of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Operations	121	83.4	83.4	83.4
	Finance	6	4.1	4.1	87.6
	Sales & Marketing	8	5.5	5.5	93.1
	Human Resource	9	6.2	6.2	99.3
	Procurement	1	.7	.7	100.0
	Total	145	100.0	100.0	

Source: Survey, 2020

Gender of Respondents

On the gender of the respondents, the study established that the majority of respondents were male as shown by table 4.1 below i.e. male 58.6% & 41.4% female. This shows that the male respondents formed majority of the target population. This implies that majority of the employees in the company are male.

Table 4.4: Gender of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	85	58.6	58.6	58.6

	Female	60	41.4	41.4	100.0
	Total	145	100.0	100.0	

Source: Survey, 2020

Age Groups

The study required that the respondents indicate the categories in which their age fell. According to the Table 4.5 below, most of the respondents 41.4% were aged between 26 to 30 years. 20.7% of the respondents were aged between 31 and 35 years. 5.5% were aged between 41 and 45 years. This implies that the sample population is largely dominated by respondents who are at the age group below 40 years covering 86.9% of the total number of respondents.

Table 4.5: Age Groups of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25	19	13.1	13.1	13.1
	26 - 30	60	41.4	41.4	54.5
	31 - 35	30	20.7	20.7	75.2
	36 - 40	17	11.7	11.7	86.9
	41-45	8	5.5	5.5	92.4
	Above 46	11	7.6	7.6	100.0
	Total	145	100.0	100.0	

Source: Survey, 2020

Marital Status

Regarding the marital status of participant's majority of them were married (48.3% followed by single (46.9%). Only 1.4% the respondents were widowed.

Table 4.6: Marital Status of Respondents

		Marital Status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	68	46.9	46.9	46.9
	Married	70	48.3	48.3	95.2
	Divorced	5	3.4	3.4	98.6
	Widowed	2	1.4	1.4	100.0
	Total	145	100.0	100.0	

Source: Survey, 2020

Qualification

As indicated in Table 4.7 below, the study also sought to establish the respondents' highest level of education. According to the findings, the majorities, 48% of respondents were less than or equal grade 12/10. 26.9% were diploma holders and 21.4% of the respondents were degree holders. Only 4% of them were graduate of masters. Since the majority of the respondents are less-educated, preparing the questionnaire in English & Amharic played a great role for understanding and answering the questions in questionnaires.

Table 4.7: Qualification of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than or Equal Grade 12/10	69	47.6	47.6	47.6
	Diploma	39	26.9	26.9	74.5
	Degree	31	21.4	21.4	95.9
	Masters	6	4.1	4.1	100.0
	Total	145	100.0	100.0	

Source: Survey, 2020

Work Experience in KFSC

As indicated in Table 4.8 below, most of the respondents 40.7% had worked in their respective positions for a period of 2 to 4 years. This indicated the organization had high employee turnover as it was majorly relying on employing fresh graduated and once they have gained adequate training and experience they move to a better employer with better terms. 20% had worked for a period of less than 1 year and this this depicts that majority of the respondents 61% had worked in their respective positions below 5 years despite poor pay and working conditions. Only 3.4% of the respondents have worked in the organization above 11 years and this also implies that there is a high turnover in the organization. The work experience comprises of the employees total work experience in the industry.

Table 4.8: Work Experience of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 Year	29	20.0	20.0	20.0
	2 - 4 Years	59	40.7	40.7	60.7
	5 - 7 Years	35	24.1	24.1	84.8
	8 - 10 Years	17	11.7	11.7	96.6
	Above 11 Years	5	3.4	3.4	100.0
	Total	145	100.0	100.0	

The above demographic analysis will use the researcher to identify which demographic group is majorly intended to leave the organization. In addition to that, it will help to show the relationship with intention to turnover in the organization.

4.3 Descriptive Statistics

This section presents the descriptive statistics collected through the survey questionnaire. There are different determinant factors of employee turnover intention or factors intend to resign or quit their current job in KFSC. This part explains the result of descriptive statistics calculated on the basis of variables included in the determinant factors of turnover intention questionnaires. This study mainly focus on personal, organizational, work-related & external factors. As stated in chapter three - Likert Scale were used to measure determinant factors of turnover intention. Five point scales were used to measure level of agreement to each factors. For the variables the highest value that describe a higher intention to leave the organization is 5 whereas the lowest value to describe intent to quit is 1. The mid-point of the scale is 3 which indicate neutrality (neither intent to quit nor stay in the organization).

4.3.1 Levels of Turnover Intention at KFSC

According to Swarnalatha (2014), for the calculation of "Employee Turnover, one needs to divide x from y; X representing the number of staff members who left an organization, and Y representing the base number of jobs while being there. Retirement, phasing out and downsizing-based termination are excluded from this calculation, which takes place over 12 months (a year).

According to a study conducted by EDRI (Gebreeyesus *et al*, 2018), manufacturing companies in Addis Ababa hired on average 6.3 employees in a year (2017) and on average 4 employees were left in the same year. The report also revealed that the average turnover of manufacturing companies in Addis Ababa is 24%. In recent years employee turnover has happened to be serious concern at KFSC. As per the data from Human Resource Department in KFSC, excessive turnover rate has become an observable fact in the past five years.

Table 4.9: Turnover Rate at KFSC (2007 – 2011E.C)

Years	No. of staff members who left KFSC	Average No. of employees in the period	Turnover Rate (%)
2007	18	288	6.25
2008	21	296	7.1
2009	31	310	10
2010	43	346	12.33
2011	35	360	9.72
Average Turnover Rate (%)			9.08

Source: KFSC Human Resource Department Data (2007 – 2011E.C)

As shown in the above table 4.9, the turnover rate at KFSC is increasing since 2007E.C and the average turnover rate is 9.08%. As it is indicated in different HR literatures and reference books, the acceptance norm of the turnover rate is 5% or below, if it reached more than 5% then there is a problematic issue (Shehadah, 2017). The turnover rate of KFSC as compared to the acceptance norm of turnover rate is quite big.

Table 4.10: Descriptive statistics for Turnover Intention at KFSC (N=145)

	N	Minimum	Maximum	Mean	Std. Deviation
Intention to Leave	145	1.00	5.00	3.3310	.89795
Valid N (listwise)	145				

Source: Computed by the researcher from survey, 2020

The turnover intention items in the questionnaire made use of a 5-point Likert scale where 1 = very low and 5 = definite. According to the data presented in Table 4.10 above, the sample shows moderate levels of turnover intention (Mean = 3.33, SD = 0.89795). According to Zaidatol & Bagheri (2009) as cited by Tsegaye (2017), means score less than 3.39 is defined as low, mean score of 3.40 – 3.79 is defined as moderate, and mean score above 3.80 is defined as high. Based on these criteria, the turnover intention of employees in KFSC categorized as low.

4.3.2 Personal Factors of Employee Turnover Intention

Table 4.11 below reveals the arithmetic mean and standard deviation of the personal factors of turnover intention considered in this study. As shown in the table, the employees were not agreed to quit the present job because of the change in personal status. The aggregate mean for perception about the job is 2.9598 and standard deviation is .77809. This implies that the respondents neither agreed not disagreed to quite their job due to their perception about the job in KFSC. In the same manner, the aggregate mean for personal status of the respondents is 2.4138 and standard deviation is 1.14684. This implies that respondents disagreed to quit their jobs due to a change in their personal status. The aggregate mean for personal factors is 2.687 and standard deviation lies between .77809 and 1.14684. Overall, the employees were

slightly disagree to quit job because of personal factors. The detail of each is attached in appendix 1.

Table 4.11: Descriptive Statistics for Personal Factors

	N	Minimum	Maximum	Mean	Std. Deviation
Perception about the Job	145	1.00	5.00	2.9598	.77809
Personal Status	145	1.00	5.00	2.4138	1.14684
Valid N (listwise)	145				

Source: Computed by the researcher from survey, 2020

4.3.3 Organizational Factors of Employee Turnover Intention

As it is indicated in Table 4.12 below, employees of KFSC has negative perception about their organizational support. As it is indicated in appendix 2, relatively employees of KFSC showed the highest disagreement for a sentence that “help is available from my immediate boss when I have a problem”, “KFSC would accept any complaints from me” & “my immediate boss is willing to help me when I need a special favor”. This indicates that employees agreed that due to the lack of support and special favor from their immediate boss and the organization, they have intended to leave the organization. In contrary, employees of KFSC relatively showed the highest agreement for a sentence “KFSC values my contribution to its well-being” and “my immediate boss considers my best interests when it makes decisions that affect me. The aggregate mean for organizational factors is 3.1503 and standard deviation lies between .65488. Among the three variables under organizational factor, employees showed negative perception for the organizational and management support of the company. This indicates that the employees of KFSC have negative perception about the organizational and management support of the organization, and this intends them to leave the organization. The detail descriptive result of each is attached in appendix 2.

Table 4.12: Descriptive Statistics for Organizational Factors

	N	Minimum	Maximum	Mean	Std. Deviation
Perceived Organizational Support	145	1.00	4.33	2.4833	.79988
Perceived Management Support	145	1.00	4.00	2.4538	.74713
Work-related Factor	145	1.40	4.98	3.5093	.76562
Valid N (listwise)	145				

Source: Computed by the researcher from survey, 2020

Since there are important variables under work-related factor, the perception of respondents for each variables are described as follow,

Table 4.13: Descriptive Statistics for Work-related Factors

	N	Minimum	Maximum	Mean	Std. Deviation
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Overall Job Satisfaction	145	1.21	4.95	3.5162	.86201
Organizational Commitment	145	1.58	5.00	3.5023	.74916
Valid N (listwise)	145				

Source: Computed by the researcher from survey, 2020

Work-related factor has two broad sub-categories i.e. overall job satisfaction and organizational commitment. The description results of these two sub-categories are explained as follow.

4.3.3.1 Overall Job Satisfaction

The job satisfaction items in the questionnaire made use of a 5-point Likert scale where 1 = strongly disagree and 5 = strongly agree. A high score would therefore indicate that participants are highly satisfied with some components of job satisfaction. Relationship with Co-worker satisfaction and career promotion satisfaction reflect high means of 3.7766 (SD = 0.91424) and 3.7328 (SD= 1.10933) respectively. As indicated in the table 4.14 below, the sample displays least levels of satisfaction for the job and working environment by having mean of 3.3345 (SD = 1.08662) & 3.3527 (SD = 0.74594) respectively. This implies that employees of KFSC don't like the job they are doing in the organization. The aggregate overall job satisfaction of the employees were found to be 3.52.

Table 4.14: Descriptive Statistics for Overall Job Satisfaction

	N	Minimum	Maximum	Mean	Std. Deviation
The Job	145	1.00	5.00	3.3345	1.08662
Salary/payment	145	1.00	5.00	3.5163	1.06362
Career Promotion	145	1.00	5.00	3.7328	1.10933
Relationship with Coworkers	145	1.40	5.00	3.7766	.91424
Working Environment	145	1.29	4.71	3.3527	.74594
Recognition	145	1.00	5.00	3.3845	1.14262
Valid N (listwise)	145				

Source: Computed by the researcher from survey, 2020

The descriptive statistics of the components of overall job satisfaction as indicated in table 4.14 above reflects that, employees of KFSC were not well satisfied with the components of overall job satisfaction such as the job/meaningful work, working environment and recognition. These results reflect that these components of overall job satisfaction (the job/meaningful work, working environment and recognition) are a strong contributing factor of turnover intention in the organization.

Relationship with Co-worker satisfaction and Career Promotion satisfaction are found to be positively strong. These results reflect that employees of KFSC are having a good

relationship and understanding with each other and also understand what is expected of them. These results reflect that these components of overall job satisfaction (Relationship with Co-worker satisfaction and Career Promotion) are not a strong contributing factor of turnover intention in the organization.

4.3.3.2 Organizational Commitment

A high score in this case indicate that participants/employees are highly connected with KFSC. As indicated in table 4.15 below, Affective commitment reflects the highest mean i.e. 3.6983 (SD = 0.8554). This indicates that employees of KFSC are emotionally connected with the organization. While in the contrary relatively the least mean was observed in normative commitment. Employees of KFSC showed the highest agreement for a sentence stating, “I would be very happy to spend the rest of my career with KFSC”; followed by “KFSC has a great deal of personal meaning for me”. In contrary employees of KFSC showed relatively the least agreement for a sentence “If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization”. This implies that employees of KFSC would leave the organization if they got a better offer elsewhere. Affective commitment. The aggregate perception of organization commitment is 3.5023.

Table 4.15: Descriptive Statistics for Organizational Commitment

	N	Minimum	Maximum	Mean	Std. Deviation
Affective Commitment	145	2.00	5.00	3.6983	.83380
Continuance Commitment	145	1.75	5.00	3.5879	.76690
Normative Commitment	145	1.00	5.00	3.2207	1.11784
Valid N (listwise)	145				

Source: Computed by the researcher from survey, 2020

The descriptive statistics of the components of organizational commitment as indicated in table 4.15 above reflects that, employees of KFSC are fairly agreed with the components of organizational commitment such as normative commitment and this result reflects that this component of organizational commitment (normative commitment) would be a strong contributing factor of turnover intention in the organization. In contrary, the mean value of affective commitment is found to be positively strong. This result reflects that affective commitment wouldn't be a strong contributing factor of turnover intention in the organization.

4.3.4 External Factor

The descriptive statistics of the components of external factor as indicated in table 4.16 below reflects that, employees of KFSC moderately agreed that they are working in KFSC only because they believe that they can't get any other better job opportunity/alternative. The descriptive statistics of external factor indicates mean of 3.3242 and standard deviation of 0.94929. This result reflects that external factor moderately contributing for turnover intention in the organization.

Table 4.16: Descriptive Statistics for External Factor

	N	Minimum	Maximum	Mean	Std. Deviation
External Factor	145	1.00	5.00	3.3241	.94929
Valid N (listwise)	145				

Source: Computed by the researcher from survey, 2020

4.4 Inferential Statistics

Inferential statistics are used in this present chapter in order to reach conclusions that extend beyond the immediate data alone. Inferential statistics are used in research to make judgements of the probability or inferences from the data to more general conditions. Inferential statistics are used in the present chapter to determine the relationship between turnover intention and the independent variables i.e. personal factors, organizational factor, work-related factor and external factor.

4.4.1 Correlation Analysis

In order to see the strength of the relationship between the dependent variable (i.e. intention of turnover) and independent variables (i.e. Personal factors, Organizational factors and Work-related factors), a Pearson correlation analysis was performed. Correlation is a word which describes the statistical measure of association or the relationship between two phenomena.

A correlation analysis tests the relationship between two continuous variables in terms of: how strong the relationship is, and in what direction the relationship goes. The strength of the relationship is given as a coefficient (the Pearson product-moment correlation coefficient, or simply Pearson's r) which can be anything between -1 and 1. As stated by Almaquist *et al.* (2015), a correlation coefficient ± 0.9 to ± 0.7 is termed as strong, ± 0.6 to ± 0.4 is termed as moderate, ± 0.3 to ± 0.1 is termed as weak.

As it was explained in the conceptual framework, the independent variables that were designed to determine the dependent variable i.e. intention of turnover in KFSC are organizational factors, personal factors and external factor. The correlation between these independent variables with intention of turnover is computed and presented as below;

Table 4.17: Correlation between Independent Variables & Turnover Intention

		Organizational Factor	External Factor	Personal Factor	Intention to Leave
Organizational Factor	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	145			
External Factor	Pearson Correlation	-.184*	1		
	Sig. (2-tailed)	.027			
	N	145	145		
Personal Factor	Pearson Correlation	.546**	-.107	1	
	Sig. (2-tailed)	.000	.200		
	N	145	145	145	
Intention to Leave	Pearson Correlation	-.401**	.582**	-.243**	1
	Sig. (2-tailed)	.000	.000	.003	
	N	145	145	145	145

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

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

Source: Computed by the researcher from survey, 2020

The above table depicts that there is significant relationship between all independent variables and intention of turnover in KFSC. The result of Pearson correlation coefficient in the above table also indicates that there is negative relationship between all independent variables and the dependent variable i.e. intention of turnover in KFSC; except the relationship between external factor and turnover intention i.e. there is positive relationship between external factor and turnover intention in KFSC. This indicates that the availability of an attractive alternative job motivates the employees to leave their current job and move to an alternative one.

Concerning the strength of relationship, there is moderate relationship between all independent variables and turnover intention in KFSC; except the relationship between personal factor and turnover intention i.e. the relationship between personal factor and turnover intention is weak. However, among all independent variables there is relatively

strongest relationship between external factor and turnover intention, followed by organizational factors and personal factor. This indicates that employees are staying in the company only because they did not get alternative job and they are highly influenced by external factors to leave the company. This derives us to know the internal reason for pushing them to be influenced by the external factors.

Organizational factor is identified as the second variable having strong relationship with turnover intention because as indicated in the proceeding sections, among the organizational factors major attributes, work-related factor was identified as dominant for employees' intentions to leave. In addition, from the work-related attributes, the most dominant factor for employees' intention to leave was overall job satisfaction, among which working environment, promotion & payments are the dominant factors. This implies that the overall job satisfaction of the employees in general and working environment, promotion and salary (payment package) of KFSC in particular, have a great relationship with the employees' turnover intention in the company. With regard to this, Donald *et al* (2000) stated that organizations pay level has a potentially important direct influence on voluntary turnover. This implies that attractive remuneration packages are one of the very important factors of retention because it fulfills the financial and material desires. As Nyamubarwa (2013) also indicated promotional opportunity was one of the factors shaping turnover intention along with salaries and conditions of service, job performance, career growth, work environment, job satisfaction, supervisory style, and employee commitment. This indicates that if promotion opportunity is not handled properly in KFSC, it will lead the employees to discontentment, frustration, skepticism, bickering among the employees and culminates in a high rate of employee turnover as stated by Mahapatro (2010).

Besides the dominant attributes of organizational factor i.e. work-related factor, perceived management support and perceived organizational support are the second & third dominant attributes. This is because the immediate bosses of the employees doesn't consider their best interests when they make decision that affect the employees and they doesn't give time as well as concern for any complaints from their employees. Besides this, employee has believed that their immediate boss does not give value for their contribution to the well-being of the company, as also implied in the descriptive analysis. With regard to their perceived organizational support, most employees perceive that KFSC does not care for their opinion, not willing to help them when they need special support, does not consider their goals and

values. This suggests that when employees feel supported by their organizations & management, their intention to leave decreases. This finding supports and extends previous research by Cho *et al.* (2009).

Further, the findings of this study highlight the important role that immediate bosses or supervisors play in influencing employees' intentions to leave, as how an immediate bosses or supervisor treats its employee's influences how an employee generally feels about how much their organization cares about their wellbeing and values the contributions they make to the organization. These findings also support research more generally on the importance of support from supervisors on employees' intentions to leave by Hill (2011).

Among all the independent variables, the weakest relationship exists between personal factor and turnover intention in KFSC. This is because personal status and employees' perception about their job were major attributes of personal factor and as indicated in the proceeding section, among the attributes of personal factor, the dominant variable is perception of employees about their job. The descriptive analysis indicates that employee's perception about their job is moderate. Hence, personal factor is the least influencing variable for turnover intention in KFSC. The correlation between independent variables along with their sub-categories/variables is explained in the subsequent section.

4.4.1.1 Relationship between Personal Factor & Turnover Intention

As it was implied in the conceptual framework, personal factor was identified as one of the determinants of intention of turnover in KFSC. There are two major determinants under personal factor category. These are personality/perception about the job and personal status. So, the correlation result of perception about the job and personal status is presented as below.

Table 4.18: Correlation between Personal Factor & Turnover Intention

Personal Factor Attributes		Perception about the Job	Personal Status	Intention to Leave
Perception about the Job	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	145		
Personal Status	Pearson Correlation	.656**	1	
	Sig. (2-tailed)	.000		
	N	145	145	
Intention to Leave	Pearson Correlation	-.272**	-.188*	1
	Sig. (2-tailed)	.001	.024	
	N	145	145	145

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

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

Source: Computed by the researcher from survey, 2020

The above table depicts that there is significant relationship between personal factor (i.e. both perception about the job & personal status) and intention of turnover at KFSC. P-value indicates that there is significant relationship between variables of personal factor and turnover intention in KFSC. In addition, the result of Pearson correlation coefficient indicates that there is negative relationship between perception about the job & personal status; and intention of turnover. Concerning the strength of the correlation, the relationship between both variables of personal factor and intention of turnover in KFSC is weak. However, the strength of the correlation between perception about the job ($r=-0.271$) and turnover intention in KFSC is stronger than the relationship between personal status ($r=-0.188$) and turnover intention in KFSC. This is because as it was indicated in the descriptive analysis indicates that employee's perception about their job is moderate.

4.4.1.2 Relationship between Organizational Factor and Turnover Intention

As it implied in the conceptual framework, organizational factor is identified as one of the determinants of intention of turnover. Under organizational factor, different variables were identified. These variables are perceived organizational support, perceived supervisor support, and work-related factor. The correlation test result of these variables of organizational factor is presented as below;

Table 4.19: Correlation between Organizational Factor & Turnover Intention

		Perceived Organizational Support	Perceived Management Support	Work-related Factor	Intention to Leave
Perceived Organizational Support	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	145			
Perceived Management Support	Pearson Correlation	.924**	1		
	Sig. (2-tailed)	.000			
	N	145	145		
Work-related Factor	Pearson Correlation	.325**	.389**	1	
	Sig. (2-tailed)	.000	.000		
	N	145	145	145	
Intention to Leave	Pearson Correlation	-.293**	-.330**	-.339**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	145	145	145	145

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

Source: Computed by the researcher from survey, 2020

In general, the significance level or p-value of the correlation, which is smaller than 0.01 implies that, the correlation is statistically significant. The significance level (p-value) in the above table indicates that all variables of organizational factors have p-value < 0.01. This implies that, there is a significant relationship between all variables of organizational factors with intentions of turnover in KFSC.

As can be depicted in the above table, the Pearson correlation coefficient of all variables is negative. This implies that there is a negative and statistically negative relationship between all variables of organizational factor with turnover intention in KFSC. Concerning the strength of the correlation, as it was depicted in previous table, p-value ranging from -0.3 to -0.1 is defined as weak. Hence, in the same manner, the correlation between all variables of organizational factor (i.e. perceived organizational support, perceived management support and work-related factor) and intention to leave KFSC is weak. However, among the three variables under organizational factor, there is relatively stronger correlation between work-related factor ($r = -0.339$) and turnover intention, followed by perceived management support ($r = -0.330$) and perceived organizational support ($r = -0.293$) respectively. This finding supports a study conducted by Siew (2017). As Siew (2017) explained that leadership styles has a very strong relationship with turnover intention.

As indicated in descriptive analysis of the study, employees have negative perception about the management support of the organization and this implies that the management/leadership style of KFSC has a great impact for the turnover intention of the employees. Leadership style is the way and manner in which a manager or supervisor chooses to act towards his employees or subordinates and the way the leadership function is being carried out by them (Mullins, 2000). The descriptive analysis of the respondent's depicts that the leadership style of the managements in KFSC is dominated/more inclined to autocratic leadership style. As autocratic leader holds singular authority in an organization (Siew, 2017). This means that all key decisions go through a top figure and most members of the organization answer to a hierarchy that leads up to this figure. Puni, Agyemang & Asamoah (2016) found employees under autocratic leaders are more prone to intentions to quit job mainly as a result of the leaders over emphasis on production than people. Workers under democratic leadership style are less likely to involve in turnover intentions due to the collective decision-making approach of the leader.

In the same manner, organizational support has significant and negative relationship with turnover intention. As Alkahtani (2015) indicated in his review of existing empirical works, different researches established that weak organizational support negatively affects job satisfaction, which in turn may expedite employee turnover.

Since there are important variables under work-related factor, the researcher intends to analyze the correlation between the variables under work-related factor with turnover intention. There are two major determinants under work-related factors. These are overall job satisfaction and organizational commitment. So, the correlation result of overall job satisfaction and organization commitment with intention of turnover is presented as below;

Table 4.20: Correlation between Work-related Factor & Turnover Intention

		Overall Job Satisfaction	Organizational Commitment	Intention to Leave
Overall Job Satisfaction	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	145		
Organizational Commitment	Pearson Correlation	.806**	1	
	Sig. (2-tailed)	.000		
	N	145	145	
Intention to Leave	Pearson Correlation	-.348**	-.293**	1
	Sig. (2-tailed)	.000	.000	
	N	145	145	145

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

Source: Computed by the researcher from survey, 2020

The significance level (p-value) in the above table indicates that all variables of work-related factor have p-value <0.01. This indicates that there is significant relationship between overall all job satisfaction and intention to turnover; and the relationship between organizational commitment and intention to turnover.

The result of Pearson correlation coefficient in the above table indicates that both variables of work-related factor (i.e. organizational commitment and overall job satisfaction) have

negative relationship with intention of turnover in KFSC. Concerning the strength of the correlation, there is weak relationship between both variables of work-related factors (i.e. organizational commitment $r = -0.332$ and overall job satisfaction $r = -0.259$) and the intention of turnover. However, the strength of the correlation between overall job satisfaction and intention of turnover is greater than the relationship between organizational commitment and intention of turnover.

There are different sub-categories/determinant factors under overall job satisfaction variable and organizational commitment. The correlation result of the aforementioned variables is presented as below;

A. Relationship between Overall Job Satisfactions with Intention of Turnover

As it was reviewed in the literature part of the study, overall job satisfaction can be affected by different factors. Among all determinant variables, most researchers were using most of the following determining factors. These are; the job/satisfaction about the Job, payment, Career Development/Opportunities for Promotion, Relationship with immediate Boss, Relationship with Co-workers, Working Environment and Recognition. The correlation between each of the determining factors of overall job satisfaction is presented as follow;

Table 4.21: Correlation between Overall Job Satisfaction & Turnover Intention

		Intention to Leave	The Job	Payment	Promotion	Relationship with Coworkers	Working Environment	Recognition
Intention to Leave	Pearson Correlation	1	-.257**	-.291**	-.348**	-.197*	-.402**	-.303**
	Sig. (2-tailed)		.002	.000	.000	.018	.000	.000
	N	145	145	145	145	145	145	145
The Job	Pearson Correlation	-.257**	1	.963**	.825**	.265**	.814**	.771**
	Sig. (2-tailed)	.002		.000	.000	.001	.000	.000
	N	145	145	145	145	145	145	145
Payment	Pearson Correlation	-.291**	.963**	1	.917**	.294**	.886**	.807**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	145	145	145	145	145	145	145
Promotion	Pearson Correlation	-.348**	.825**	.917**	1	.241**	.880**	.797**
	Sig. (2-tailed)	.000	.000	.000		.004	.000	.000
	N	145	145	145	145	145	145	145
Relationship with Coworkers	Pearson Correlation	-.197*	.265**	.294**	.241**	1	.421**	.206*
	Sig. (2-tailed)	.018	.001	.000	.004		.000	.013
	N	145	145	145	145	145	145	145
Working Environment	Pearson Correlation	-.402**	.814**	.886**	.880**	.421**	1	.859**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	145	145	145	145	145	145	145
Recognition	Pearson Correlation	-.303**	.771**	.807**	.797**	.206*	.859**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.013	.000	
	N	145	145	145	145	145	145	145

	Intention to Leave	The Job	Payment	Promotion	Relationship with Coworkers	Working Environment	Recognition
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							

Source: Computed by the researcher from survey, 2020

The significance level (p-value) in the above table indicates that all variables of overall job satisfaction have p-value < 0.05 for 0.05 significant level and p-value < 0.01 for significant level at 0.01. This indicates there is significant relationship between all variables of overall job satisfaction and intention of turnover in KFSC.

Concerning the strength of the correlation, there is weak relationship between all variables under overall job satisfaction (except relationship with working environment i.e. the relationship between working environment and turnover intention is moderate) and intention of turnover in KFSC. The strength of relationship is relatively higher between working environment and intention to leave KFSC by having $r = -0.402$ followed by promotion by having $r = -0.348$; and the strength of relationship is relatively weakest between relationship between co-workers and intention to leave KFSC. The result of Pearson correlation coefficient in the above table also indicates that all variables of overall job satisfaction have negative relationship with intention of turnover in KFSC. This implies that promotion speed and remuneration growth are the foremost factors that have direct high impact on employees turnover in KFSC. This finding of the study supports a previous study conducted by Hassan (2014).

Promotion opportunities along with organizational commitment, job characteristics, promotion opportunities, pay level and rewards, quality of work life and job satisfaction has negative and significant relationship with turnover intentions (Hassan, 2014). As Nyamubarwa (2013) also indicated promotional opportunity was one of the factors shaping turnover intention along with salaries and conditions of service, job performance, career growth, work environment, job satisfaction, supervisory style, and employee commitment. This indicates that if promotion opportunity is not handled properly in KFSC, it will lead the employees to discontentment, frustration, skepticism, bickering among the employees and culminates in a high rate of employee turnover as stated by Mahapatro (2010).

The other variable indicated in this study is payment/salary which negatively affecting turnover intention. As it is known, 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. With regard to this Donald *et al* (2000) stated that organizations pay level has a potentially important direct influence on voluntary turnover. This implies that Attractive remuneration packages are one of the very important factors of retention because it fulfills the financial and material desires.

Hence, in general, job satisfaction has a negative and significant relationship with turnover intention in KFSC. In addition, Alkahtani (2015) proved that job satisfaction had a relationship with employee’s intention to leave their job. Perez (2008) found that job satisfaction was strongest significant predictors of future quits.

B. Relationship between Organizational Commitment and Intention of Turnover

Organizational commitment is identified as one of determinants of intention of turnover among work-related factors described as in the literature review. Organizational commitment can be described in three ways. These are;

- **Affective Commitment:** - are the individual emotional belonging, engagement and involvement to specific organization goals and values.
- **Continuance Commitment:** - is an employee realization of the associated costs of quitting his job. As a result, it drives the employee to continue working with his organization because of inner fear of losing certain benefits or rewards provided by this organization.
- **Normative Commitment:** - refers to the employee’s feeling of responsibility to remain working for a certain employer. In other words, employees stay at their work because they have an inner feeling of responsibility for obligation towards their organization.

Based on this category, the correlation analysis was computed and presented as below;

Table 4.22: Correlation between Organizational Commitment & Turnover Intention

		Intention to Leave	Affective Commitment	Continuance Commitment	Normative Commitment
Intention to Leave	Pearson Correlation	1	-.207*	-.285**	-.239**
	Sig. (2-tailed)		.013	.001	.004
	N	145	145	145	145
Affective Commitment	Pearson Correlation	-.207*	1	.843**	.277**
	Sig. (2-tailed)	.013		.000	.001
	N	145	145	145	145
Continuance Commitment	Pearson Correlation	-.285**	.843**	1	.539**
	Sig. (2-tailed)	.001	.000		.000
	N	145	145	145	145
Normative	Pearson Correlation	-.239**	.277**	.539**	1

		Intention to Leave	Affective Commitment	Continuance Commitment	Normative Commitment
Commitment	Sig. (2-tailed)	.004	.001	.000	
	N	145	145	145	145
*. Correlation is significant at the 0.05 level (2-tailed).					
**. Correlation is significant at the 0.01 level (2-tailed).					

Source: Computed by the researcher from survey, 2020

As it is indicated in p-value of variables in the above table, there is significant relationship between all variables of organizational commitment and intention of turnover at KFSC. The result of Pearson correlation coefficient in the above table also indicates that there is negative relationship between all variables of organizational commitment and intention of turnover in KFSC. Concerning the strength of the correlation, there is weak relationship between all variables of organizational commitment and intention of turnover in KFSC.

However, the strength of relationship is relatively higher between continuance commitment and intention to leave KFSC by having $r = -0.285$ followed by normative commitment by having $r = -0.239$; and the strength of relationship is relatively weakest between relationship between affective commitment and intention of turnover at KFSC. The result of Pearson correlation coefficient in the above table also indicates that all variables of organizational commitment have negative relationship with intention of turnover in KFSC. This finding supports a previous studies conducted by Lin & Chen (2004) and Ahuja *et al.*, (2007).

As Lin and Chen (2004) point out, organizational commitment negatively related with employee's turnover intentions. Ahuja *et al.*, (2007) indicated that Organizational commitment is the strongest predictor of employee turnover intention. Cave (2013) also found that Organizational commitment was significantly related to turnover intention.

4.4.1.3 Relationship between External Factor and Turnover Intention

As it explained in the conceptual framework among the identified independent variables, external factor is the one. The relationship between external factor and turnover intention in KFSC is explained as below.

Table 4.23: Correlation between External Factor & Turnover Intention

		Intention to Leave	External Factor
Intention to Leave	Pearson Correlation	1	.582**
	Sig. (2-tailed)		.000
	N	145	145
External Factor	Pearson Correlation	.582**	1
	Sig. (2-tailed)	.000	
	N	145	145

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

Source: Computed by the researcher from survey, 2020

As indicated in p-value of external factor in the above table, there is significant relationship between external factor and intention of turnover at KFSC. The result of Pearson correlation coefficient in the above table also indicates that there is positive relationship between external factor and intention of turnover in KFSC. Concerning the strength of the correlation, there is moderate relationship between external factor and intention of turnover in KFSC by having $r = 0.582$. This indicates that the availability of an attractive alternative job motivates the employees to leave their current job and move to an alternative one.

Perceived career opportunities outside the organization and lack of career advancement opportunities inside organization increase the employee's intentions to leave the organization (Stahl *et al*, 2009).

4.4.1.4 Summary of Correlation Analysis

There is significant relationship between all independent variables (i.e. personal factor, organizational factor and external factor) with turnover intention in KFSC. The result of Pearson correlation coefficient depicts that there is negative relationship between all independent variables and the dependent variable i.e. intention of turnover in KFSC; except the relationship between external factor and turnover intention i.e. there is **positive** relationship between external factor and turnover intention in KFSC. Concerning the strength of relationship, there is **moderate relationship** between all independent variables and turnover intention in KFSC; except the relationship between personal factor and turnover intention i.e. the relationship between personal factor and turnover intention is **weak**. However, among all independent variables there is relatively strongest relationship between external factor and turnover intention, followed by organizational factors and personal factor.

As compared to sub-categories/variables under each independent variables, there is a **negative relationship** between all sub-categories/variables of independent variables and turnover intention in KFSC. Concerning the strength of relationship, there is **weak** relationship between all sub-categories/variables of independent variable (except working environment i.e. the relationship between working environment and turnover intention is **moderate**) and turnover intention in KFSC. However, among all sub-categories/variables under each independent variables, there is relatively strongest relationship between working environment and turnover intention; followed by promotion, perceived management support

and recognition by having $r = -0.402, -0.348, -0.33$ & -0.303 respectively. In contrary, the weakest relationship was observed between personal status and turnover intention; followed by relationship between co-workers and affective commitment by having $r = -0.188, -0.197$ & -0.207 respectively.

4.4.2 Multiple Linear Regression Analysis

The cumulative effect of different sub-categorical variables under each independent variable over dependent variable is also analyzed by using multiple linear regressions. In multiple regressions, each independent variable effect on dependent variable is estimated while taking into account all independent variables effects on dependent variable (Almquist *et al.*, 2015). If there are more than one independent, multiple linear regression analysis is applicable and hence multiple linear regression was utilized in order to analyze the cumulative effect of independent variables over dependent variable i.e. turnover intention at KFSC.

4.4.2.1 Assumption Test

To test multiple linear regression first necessary to test the classical assumption includes linearity, normality test and multicollinearity test. The result of each assumptions was presented as follow;

4.4.2.1.1 Linearity Test

Linearity test aims to determine the relationship between independent variables and the dependent variable is linear or not. The linearity test is a requirement in the correlation and linear regression analysis (Almquist *et al.*, 2015). Good research in the regression model there should be a linear relationship between the free variable and dependent variable.

Decision-making process in the Linearity Test

- If the value sig. Deviation from Linearity > 0.05 , then the relationship between the independent variables are linearly dependent.
- If the value sig. Deviation from Linearity < 0.05 , then the relationship between independent variables with the dependent is not linear.

Linearity test between the independent variables such personal factor, organizational factor, and dependent variable i.e. turnover intention in KFSC were computed by SPSS V.25 by using ANOVA test and the result of ANOVA test was presented as below;

Table 4.24: Linearity Test

			Sum of Squares	df	Mean Square	F	Sig.
Personal Factor * Intention to Leave	Between Groups	(Combined)	45.487	46	.989	1.372	.097
		Linearity	6.860	1	6.860	9.520	.003
		Deviation from Linearity	38.627	45	.858	1.191	.235
	Within Groups		70.623	98	.721		
	Total		116.110	144			
Organizational Factor * Intention to Leave	Between Groups	(Combined)	83.110	97	.857	1.220	.226
		Linearity	18.710	1	18.710	26.647	.000
		Deviation from Linearity	64.400	96	.671	.955	.583
	Within Groups		33.000	47	.702		
	Total		116.110	144			
External Factor * Intention to Leave	Between Groups	(Combined)	45.512	4	11.378	22.563	.000
		Linearity	39.331	1	39.331	77.996	.000
		Deviation from Linearity	6.181	3	2.060	4.086	.054
	Within Groups		70.598	140	.504		
	Total		116.110	144			

Source: Computed by the researcher from survey, 2020

Based on the ANOVA Output Table as indicated above, value sig. Deviation from Linearity of all independent variables is found greater than 0.05. The value of Sig. Deviation from Linearity of personal factor $0.235 > 0.05$, organizational factor $0.583 > 0.05$, and external factor $0.054 > 0.05$. Therefore, it can be concluded that there is a linear relationship between independent variables with dependent variables i.e. turnover intention in KFSC.

4.4.2.1.2 Normality Test

In order to test the normality, the researcher used a normal probability plot test by using SPSS. As it is indicated in Almquist et al. (2015), the decision making criteria is if the points follow the diagonal line, it can be concluded that the value is normally distributed. Conversely, if the points do not follow the diagonal line, it can be concluded that the residual value is abnormally distributed. The normal probability plot of the SPSS output is presented as below;

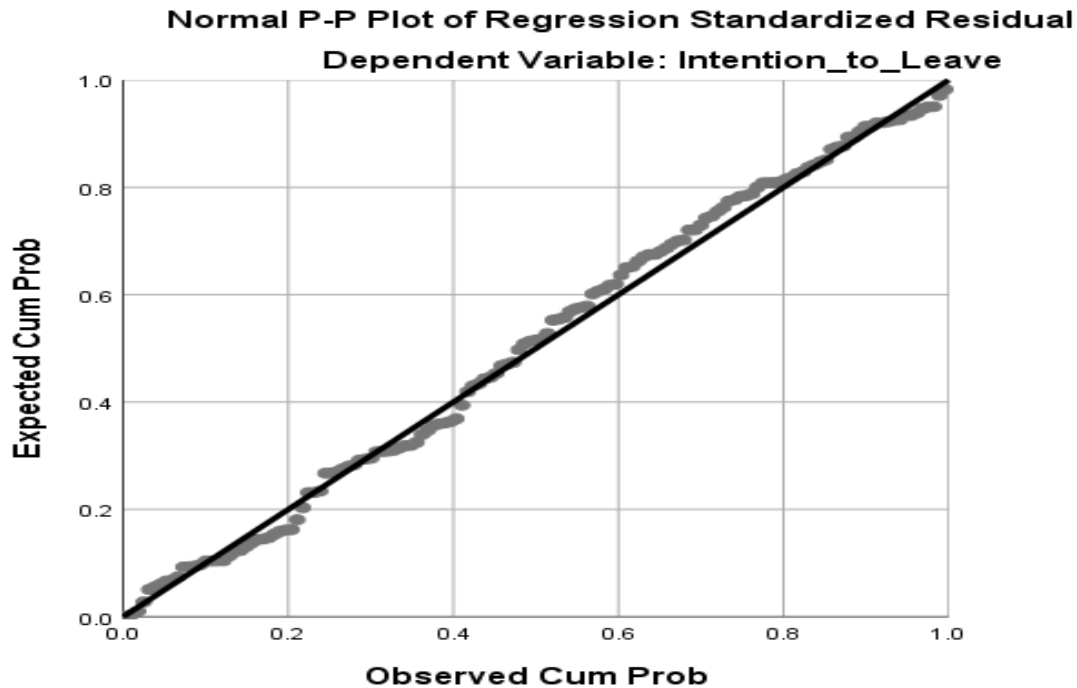


Figure 4.1: Normal P-P Plot

Based on normal chart probability the above plot, we can see that the existing points always follow and approach the diagonal line. Thus, it can be concluded that the residual value is normally distributed so that the regression analysis procedure has been fulfilled.

4.4.2.1.3 Multicollinearity Test

After the normality and linearity of the data in the regression model are met, the next step to determine whether there is similarity between the independent variables in a model it is necessary to multicollinearity test. Collinearity is an association or correlation between two predictor (or independent) variables in a statistical model; multicollinearity is where more than two predictor (or independent) variables are associated. The absence of collinearity or multicollinearity within a dataset is an assumption of a range of statistical tests, including multi-level modelling, logistic regression, Factor Analysis, and multiple linear regression. Similarities between the independent variables will result in a very strong correlation. In addition, multicollinearity test done to avoid habits in the decision making process regarding the partial effect of independent variables on the dependent variable. Good regression model should not happen correlation between the independent variables or not happen multicollinearity.

As stated by (Almquist *et al.*, 2015), to identify the multicollinearity, Variance Inflation Factor (VIF value) is used. The decision making is based on a criteria;

- If the VIF value lies between 1-10, then there is no multicollinearity
- If the VIF < 1 or > 10, then there is multicollinearity.

Based on these criteria, the test were conducted on the independent variables and dependent variable and shown as follow;

Table 4.25: Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Personal Factor	.702	1.425
	Organizational Factor	.686	1.458
	External Factor	.966	1.035

a. Dependent Variable: Turnover Intention

Source: Computed by the researcher from survey, 2020

Based on the collinearity statistics, the obtained VIF value of the independent variables were lied under the range of 1 to 10. It can be concluded that there is no multicollinearity symptoms. Since all the assumptions to compute multiple linear regression is fulfilled, we can proceed to compute the multiple linear regression model.

4.4.2.2 Result of Multiple Linear Regression Model

Multiple linear regression models were utilized in order to know the cumulative effects of the three major determinant variables of turnover intention. In this case all the three major determinant variables of turnover intention were assumed to be existed at a time in KFSC.

The first table of the multiple regression models is the Model Summary table. This table provides the R, R², adjusted R², and the standard error of the estimate, which can be used to determine how well a regression model fits the data. Model summary is computed to know by how much the independent variables explain the dependent variable, a regression analysis was performed. The result of Model Summary is presented as below;

Table 4.26: Model Summary of Multiple Linear Regression

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.655 ^a	.429	.417	.68576

a. Predictors: (Constant), External Factor, Organizational Factor, Personal Factor

b. Dependent Variable: Turnover Intention

Source: Computed by the researcher from survey, 2020

The Multiple Correlation Coefficient as indicated in table 4.26 above, the value of $R = 0.655$ and coefficient of determination i.e. $R\text{-Square} = 0.429$. This means that 42.9% of the variation in Turnover intention in KFSC is explained by all independent variables together "Personal factor, External factor, and Organizational factor".

Table 4.27: ANOVA result of Multiple Linear Regression

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.803	4	16.601	35.302	.000 ^b
	Residual	66.307	141	.470		
	Total	116.110	144			
a. Dependent Variable: Turnover Intention						
b. Predictors: (Constant), External Factor, Organizational Factor, Personal factor						

Source: Computed by the researcher from survey, 2020

The above table displayed a probability level of significance value of 0.000. Therefore, the probability (0.000) is much smaller than 0.05, then the multiple regression models can be used to predict the turnover intention in KFSC.

The main important result of multiple linear regression models i.e. Beta-coefficient has given much emphasis. Beta-coefficient measures the variance of dependent variable caused by independent variable in the model i.e. the effect of each major determinant variable on turnover intention. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable that is explained by all the four independent variables (personal factor, organizational factor, and external factor).

Table 4.28: Multiple Linear Regression-Beta Coefficients of Major Independent Variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.005	.381		7.894	.000
Organizational Factor	-.396	.105	-.289	-3.756	.000
External Factor	.497	.061	.526	8.119	.000
Personal Factor	-.030	.078	-.029	-.384	.701

a. Dependent Variable: Turnover Intention

As shown in the above table, there is a negative association between all independent variables (except external factor) and turnover intention in KFSC. However, there is a positive association between external factor and turnover intention. Besides this, the column called sig. shows the p-values of all the three major determinant variable is below 0.05 except personal factor, which means that the association between major determinant variables

(except personal factor) and turnover intention in KFSC is statistically significant (at the 1% level). Therefore, there is no significant association between personal factor and turnover intention in KFSC.

By having the highest B coefficient value i.e. 0.497, external factor highly predicts the variation in turnover intention; followed by Organizational Factor and Personal factor by having B-coefficient value of (0.396) and (0.030) respectively. This result also implies that turnover intention is predicted to be highly affected by External Factors (49.7%) followed by Organizational Factors (39.6%) and Personal Factors (3%) respectively. However, since the result of personal factor is not statistically significant, it will not be part of the regression model.

Finally, beta values have been used by the researcher in comparing the contribution of each independent variable in order to identify the most significant factors influencing the turnover intention among existing permanent employees of KFSC. Based on this regressions analysis, the study revealed that external factor is the most significant factor influencing the turnover intention of KFSC employees followed by organizational factor.

The estimated regression equation is:

$$\mathbf{TI = 3.005 + 0.497 * EF - 0.396* OF}$$

Where: TI denotes Turnover Intention, EF denotes External Factor, OF denotes Organizational Factor.

The estimated regression equation is used to predict the value of Turnover intention for any given values (responses) to the independent variables. This result is interpreted, as for every one-unit increase in external factor will increase intention of turnover by 49.7%, for every one-unit increase (i.e. reform activity) in organizational factor will decrease intention of turnover by 39.6% in KFSC.

A study conducted by Oktay & Nuri (2019) on examining the relationship between organizational factors and turnover intention in the tourism and hospitality sector revealed similar result with this study finding. His research result showed that there is a moderate negative relationship between organizational factors and turnover intention of employees in the tourism and hospitality industry. In this context, individuals who have emotional

commitments and have positive perception about the organizational factors to their institutions will have lower turnover intentions than others.

A study conducted by Siqueira & Gomide (2014) also revealed that turnover intention (the criterion variable) exhibits negative correlations with Perceived organizational support, perception of HR management policies and practices, and trust in organizational ethics and competence. An employee's intention to resign from an organization is proportional to the employee's lack of perception of the support and/or PMPP that are actually practiced by the organization. Benjamin (2012) also found a significant negative correlation between the organizational factors and turnover intention.

Research conducted by Horta *et al.* (2012) and by Shuck *et al.* (2014) correlated personnel management practices with organizational commitment, employee engagement, turnover intention, organizational trust and occupational wellbeing. Taking a further look at the coefficients, one observes that POS and PMPP are also significant antecedents of turnover intention; however, the coefficients are negative, indicating that the greater an employee's perception of organizational support, together with a more positive perception of personnel management policies and practices, the lesser his/her turnover intention. Conversely, negative perceptions of support and management can stimulate the employee's desire to resign from the organization.

As indicated above, this study revealed that personal factors have negative relationship with turnover intention in KFSC (even though, it has insignificant effect on turnover intention as indicated in regression analysis). This means that with increases in age, experiences, and status in the organization, the intentions to quit decreases significantly. Reviewers of the turnover literature report a consistent negative relation between personal factors (for instance, age and tenure); younger employees have a higher probability of leaving (Muchinsky & Tuttle 1979; Porter & Steers, 1973; Price, 1977). The age turnover relationship may be based on a number of influences. Younger employees may have more entry-level job opportunities and few responsibilities, thus making job mobility easier. They may also have inaccurate expectations regarding working which are not fulfilled in their jobs (Porter & Steers, 1973; Wanous 1980). Similarly, the reviewers of the turnover literature report a consistent negative relationship between length of service and turnover.

In addition, the study conducted by Tanuja, Joanna, & Siddiq (2014) in multinational call centers in Malaysia supports the finding of this study finding. On their study, they revealed that personal factors (such as age and education level) were insignificant in predicting employee turnover intention.

Chapter Five: Summary of Major Findings, Conclusion and Recommendation

This chapter presents the summary of major findings as per the research questions which were presented in chapter one. This chapter also presents the conclusion of the study along with recommendations as to how KFSC can reduce turnover intention by addressing those problems identified by the study.

5.1 Summary of Major Findings

The study aimed to assess factors, which affect turnover intention in KFSC. A total of 83 questionnaires were circulated to 189 targeted sample, however 145 completed and properly returned, thus making the response rate 77%. Among all, 83% of the employees were from the operation department and worked in factory production section; and out of 145 respondents 58.6% were male and the rest 41.4% were female. The sample population is largely dominated by respondents who are at the age group below 40 years covering 86.9% of the total number of respondents. The study aimed to answer four research questions and the findings of the study is presented according to these research questions as follow.

The first research question is about to know the magnitude and nature of employee turnover in KFSC. From the secondary source of data, the study revealed that the turnover rate at KFSC is increasing since 2007E.C and the average turnover rate is 9.08%. As it is indicated in (Shehadah, 2017), the acceptance norm of the turnover rate is 5% or below, if it reached more than 5% then there is a problematic issue. Hence, the turnover rate in KFSC have reached to problematic stage. According to the primary source of data, the study revealed that there is moderate levels of turnover intention (Mean = 3.33, SD = 0.89795) in KFSC. The remaining research questions were to know the relationship between dependent variables (i.e. personal factor, organizational factor and external factor) with dependent variable (i.e. turnover intention) in KFSC. In addition to this, to evaluate the effect of each independent variables on dependent variable.

The study revealed that there is significant relationship between all independent variables (i.e. personal factor, organizational factor and external factor) and intention of turnover in KFSC. The result of Pearson correlation coefficient indicates that there is moderate & negative relationship between organizational factor and turnover intention, and there is negative and weak relationship between personal factor and turnover intention in KFSC. However, there is

positive and moderate relationship between external factor and turnover intention in the organization. This indicates that the availability of an attractive alternative job motivates the employees to leave their current job and move to an alternative one.

Concerning the strength of relationship, among all independent variables there is relatively strongest relationship between external factor and turnover intention, followed by organizational factors and personal factor. Organizational factor is identified as the second variable having strong relationship with turnover intention because among the organizational factors major attributes, work-related factor was identified as dominant for employees' intentions to leave. The study found that from the work-related attributes, the most dominant factor for employees' intention to leave was overall job satisfaction, among which working environment, promotion & payments are the dominant factors. This implies that the overall job satisfaction of the employees in general and working environment, promotion and salary (payment package) of KFSC in particular, have a great relationship with the employees' turnover intention in the company.

Besides the dominant attributes of organizational factor i.e. work-related factor, perceived management support and perceived organizational support are the second & third dominant attributes. This is because the immediate bosses of the employees doesn't consider their best interests when they make decision that affect the employees and they doesn't give time as well as concern for any complaints from their employees. Besides this, employees of KFSC perceive that their immediate boss does not give value for their contribution to the well-being of the company, as also implied in the descriptive analysis. With regard to their perceived organizational support, most employees perceive that KFSC does not care for their opinion, not willing to help them when they need special support, does not consider their goals and values. Further, the findings of this study highlight the important role that immediate bosses or supervisors play in influencing employees' intentions to leave, as how an immediate bosses or supervisor treats its employee's influences how an employee generally feels about how much their organization cares about their wellbeing and values the contributions they make to the organization.

Among all the independent variables, the weakest relationship exists between personal factor and turnover intention in KFSC. This is because personal status and employees' perception about their job were major attributes of personal factor and as indicated in the proceeding section, among the attributes of personal factor, the dominant variable is perception of

employees about their job. The descriptive analysis indicates that employee's perception about their job is moderate. Hence, personal factor is the least influencing variable for turnover intention in KFSC.

Multiple linear regression was conducted to know the association and predicted effect of independent variables over the dependent variable. The study revealed that there is a negative and statistically significant association between organizational factor and turnover intention, but there is a negative but statistically insignificant association between personal factor and turnover intention in KFSC. Besides this, there is a positive and statistically significant association between external factor and turnover intention. By having the highest B coefficient value i.e. 0.497, external factor highly predicts the variation in turnover intention; followed by Organizational Factor and Personal factor by having B-coefficient value of (0.396) and (0.030) respectively. With this, the study revealed that external factor is the most significant factor influencing the turnover intention of KFSC employees followed by organizational factor & personal factor.

5.2 Conclusion

This research investigates the factors, which affect turnover intention at KFSC. The study also indicated the magnitude of turnover in the organization and predicted the triggering factors of turnover in KFSC. According to the finding of this study, there is significant relationship between all independent variables (i.e. organizational, personal & external factors) and intention of turnover in KFSC. However, the strength of relationship in descending order is external factor, organizational factor and personal factor respectively. Among the organizational factors, work-related attributes in general and overall job satisfaction in particular are found as the most dominant factor for employees' intention to leave. Among the overall job satisfaction attributes, the study concludes that working environment, promotion & payments are the dominant factors affecting turnover intention in the company. Besides this, perceived organizational support and perceived management supports are also affecting turnover intention. With this, the study concludes that external factor is the most significant factor influencing the turnover intention of KFSC employees followed by organizational factor & personal factor. As it is known, employees are the most valuable assets of the organizations. So giving concern for them is very indispensable to the organizations. The one thing organizations needs to do with regard to their employees is to know the turnover intention of employees and the factors leading to it.

5.3 Recommendation

The study revealed that there is significant relationship between all independent variables (i.e. personal factor, organizational factor and external factor) and intention of turnover in KFSC. However, among all independent variables there is relatively strongest relationship between external factor and turnover intention, followed by organizational factors and personal factor. Besides this, the study indicated that external factor is the most significant factor influencing the turnover intention of KFSC employees followed by organizational factor & personal factor. Based on the major findings of the study, the following activities are recommended for the organization;

- The company has to make periodical turnover intention assessment and know employees perception about its organizational culture such as their perception about their job, the organizational support, the management support and etc. and make the appropriate strategies to meet their perceptions.
- As indicated in this study, the availability of an attractive alternative job motivates the employees to leave their current job and move to an alternative one. Hence, the company needs make periodical assessment about its competitors as well as the labor market scenario and make the competitive adjustments over its company.
- The company needs to give much emphasis for the major organizational factors affecting turnover intention such as work related factors, which directly affects overall job satisfaction of the employees. These are working environment, promotion and payment.
- Attractive remuneration packages are one of the very important factors of retention because it fulfills the financial and material desires.
- The company needs to design proper job promotion strategy and properly implement it. Because if promotion opportunity is not handled properly in KFSC, it will lead the employees to discontentment, frustration, skepticism, bickering among the employees and it will lead to a high rate of employee turnover.

5.3.1 Recommendations for Further Studies

This study sought to examine factors, which affect turnover intention in KFSC. However, the study did not evaluate the actual reasons why employees leave the organization through the actual data of employees that have already exited the organization. Therefore, given that turnover is a wide area and not all spectrums have been addressed through this study and other studies. Another study needs to analyze the findings of this study carried out a study focusing on the actual statistics of turnover and the overall cost implication it has on the organization in terms of performance and profitability.

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Appendix

Appendix 1: Questionnaire in English

<p style="text-align: center;">Questionnaire for Turnover Intention in Kaliti Food S.C.</p>
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Dear Respondents/Employees of KFSC

The purpose of this study is to assess factors affecting the employees' turnover intention at KFSC and formulating employee retention strategy. The outcome of the study will be used in order to suggest possible solutions for problems identified while conducting the study. As an employee of KFSC, your participation in this study will be valuable and greatly appreciated in order to tackle the problems identified by the study.

So, we kindly request you to spent your precious time to fill the questionnaire as frank as and reasonable as possible. Information gathered will be treated with utmost confidentiality and will not be used for any other purpose. *Therefore, you all not expected to write your name.*

Best Regard!!

Write the name of Department: -
.....

Write you current position/title in the Department: -

Tick only one box

I. General Background of Respondents (Demographic Information)

1. Sex A. Male B. Female
2. Your age groups
A. Below 25 B. 26-30 C. 31-35 D. 36-40 E. 41-45 F. Above 46
3. Marital Status A. Single B. Married C. Divorced D. Widowed
4. Qualification
A. ≤ Grade 12/10 B. Diploma C. Degree
D. Masters E. Above Masters
5. How long have you been working in KFSC?
A. Less than 1-year B. 2 – 4 years C. 5 – 7 years
D. 8 – 10 years E. above 11 years

II. Factors Affecting Employee Intention to leave

To what extent do you agree with the following statements regarding the factors which may affect you to leave KFSC? Please put a **cross (x)** in the applicable box to rate your level of agreement or disagreement.

No	Statement	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
A	Personal Factors					
I	Perception about the Job					
6	I am satisfied with my job					
7	I enjoy coming to work everyday					
8	I feel committed to my job					
9	My personal values are aligned with the values of the organization.					
10	I am involved in the social networks/peer group relations of the organization.					
11	I have the tools and resources to do my job well.					
II	Personal Status					
12	As my age increase my chance of staying in the organization increases.					
13	As my level of qualification increases commitment and level of stay in the organization increases.					
14	As I get married and form my own family my chance of staying in the organization increases.					
B	Organizational Factors					
I	Perceived Organizational Support					
15	KFSC strongly considers my goals and values					
16	KFSC would accept any compliant from me					
17	KFSC considers my best interests when it makes decisions that affect me.					
18	I am satisfied for my involvement in decisions that affect my work					
19	Help is available from KFSC when I have a problem.					
20	KFSC really cares about my well-being.					
21	KFSC is willing to help me when I need a special favor.					
22	KFSC cares about my opinions.					
23	KFSC values my contribution to its well-being.					
24	KFSC tries to make my job as interesting as possible.					
25	KFSC cares about my general satisfaction at work					
26	I am satisfied with the information I receive					

No	Statement	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
	from management on what's going on in the company.					
II	<i>Perceived Leader/Management Support</i>					
27	My immediate boss strongly considers my goals and values					
28	My immediate boss would accept any compliant from me					
29	My immediate boss considers my best interests when it makes decisions that affect me.					
30	Help is available from my immediate boss when I have a problem.					
31	My immediate boss really cares about my well-being.					
32	My immediate boss is willing to help me when I need a special favor.					
33	My immediate boss cares about my opinions.					
34	My immediate boss values my contribution to its well-being.					
35	My immediate boss tries to make my job as interesting as possible.					
36	My immediate boss cares about my general satisfaction at work					
C	Work-related Factors					
	Overall Job Satisfaction					
	<i>The Job</i>					
37	I like the type of work that I do					
38	Overall, I am satisfied with my job					
	<i>Payment</i>					
39	The organization maintains a competitive pay and benefits package					
40	The salary structure of KFSC helps to attract and retain high performing employees					
41	My salary is fair for my position and the work I perform					
42	I feel I am adequately paid in KFSC compared to my colleagues at other government organizations					
43	My pay is fair for my position					
44	The overtime payment in KFSC is satisfactory.					
45	Overall, I'm satisfied with KFSC's pay & benefits package.					
	<i>Career Promotion</i>					
46	There is opportunity for me to advance at the organization					
47	I understand what is expected for career advancement in the organization					

No	Statement	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
48	I trust that if I do good work, I will be considered for a promotion in the organization					
49	Overall, I'm satisfied with the career development and promotion policies of KFSC					
	<i>Relationship with Co-workers</i>					
50	My co-workers would cover for me if I needed to leave work to deal with an important non-work issue.					
51	My co-workers encourage my personal and career development.					
52	I feel a strong personal attachment to my peers in the work place.					
53	I am proud to work in my current team.					
54	I like the people I work with.					
	<i>Working Environment</i>					
55	KFSC provides the technology, equipment and resources I need to do my job well					
56	My general work area is conducive					
57	My workspace has adequate privacy for me to do my job					
58	My current job is not stressful					
59	The location of KFSC factory is conducive for me.					
60	The restaurant and other recreational facilities found in KFSC are comfortable for me.					
61	Overall, the working environment is good.					
	<i>Recognition</i>					
62	KFSC appreciates my extra effort.					
63	My immediate boss appreciates any extra effort from me.					
64	My supervisor acknowledges when I do my work well					
65	Overall, I am satisfied with the recognition and reward system of the organization in general and my department specifically.					
	Organizational Commitment					
	<i>Affective Commitment</i>					
66	I would be very happy to spend the rest of my career with KFSC.					
67	I really feel as if this organization's problems are my own.					
68	KFSC has a great deal of personal meaning for me.					
69	I feel a strong sense of belonging to my organization.					
	<i>Continuance Commitment</i>					

No	Statement	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
70	It would be very hard for me to leave KFSC right now, even if I wanted to.					
71	Too much in my life would be disrupted if I decided I wanted to leave my organization now.					
72	Right now, staying with my organization is a matter of necessity as much as desire.					
73	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.					
	Normative Commitment					
74	I think that people these days move from company to company too often.					
75	Jumping from organization to organization seem at all unethical to me.					
76	If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.					
77	Things were better in the days when people stayed with one organization for most of their careers.					
D	External Factor					
78	I am working in KFSC only because I believe that I can't get any better job opportunity/alternative.					
79	I am working in KFSC only because I believed that there is no place like KFSC which have benefit packages in the market.					

III. Intention to Leave

To what extent do you agree with the following statements regarding your intention of leaving or staying in KFSC? Please put a cross (x) in the applicable box to rate your level of agreement or disagreement.

No	Statement	Strongly Disagree	Disagree	Don't Know	Agree	Strongly Agree
	Intention to Leave					
80	I plan to leave KFSC as soon as possible.					
81	Under no circumstances I will voluntarily leave KFSC					

IV. Additional Information

82. What does KFSC do that makes it a place where people would want to work?

.....

83. What can KFSC do to increase your satisfaction and productivity as an employee?

.....

End of Questionnaire
Thank You for Your Time and Consideration

Appendix 2: Questionnaire in Amharic

በቃሊቲ ምግብ ኮምፕሌክስ አ.ማ የሠራተኞችን ፍልሰት በተመለከተ የተዘጋጀ መጠይቅ

ወድ የድርጅቱ ሠራተኞች

የዚህ መጠይቅ አላመጠቃሊቲ ምግብ ኮምፕሌክስ አ.ማ ከጊዜ ወደ ጊዜ እየተባባሰ የመጣው የሠራተኞች ፍልሰት መንስኤዎችን በማጥናት ችግሩን በዘላቂነት ለመፍታት የሚያስችሉ የመፍትሄ አቅጣጫዎችን ለመግለጽና ሠራተኞች በድርጅቱ የተሻለ የቆይታ ጊዜ እንዲኖራቸው ለመገኘት የሚደረጉ ስትራቴጂዎችን ለመደፈፍ ነው፡፡

የዚህ መጠይቅ አላማ በድርጅቱ ያለውን የሰራተኞች ፍልሰት ደረጃ መገምገም፣ የፍልሰቶችን መንስኤ መለየትና በቀጣይ የሰራተኞችን ፍልሰት ለመቀነስ የሚያስችሉ የመፍትሄ አቅጣጫዎችን ለመግለጽና ሠራተኞች በድርጅቱ የተሻለ የቆይታ ጊዜ እንዲኖራቸው ለመገኘት የሚደረጉ ስትራቴጂዎችን ለመደፈፍ ነው፡፡

በዚህ አግባብ የሚከበሩበት መረጃ ማስጠራዊነቱ የተጠበቀና በምንም ዓይነት ምክንያት ለሌላ ዓላማ የማይወል መሆኑን እናረጋግጥልዎታለን፡፡

ስለዚህ ስምዎን ማፍ አይጠበቅብዎትም፡፡

ከምክንያት ጋር

በአሁኑ ወቅት የሚከሩበት የስራ ክፍልን ቢጠቅሱ? _____
 ከላይ በጠቅሱት የስራ ክፍል የስራ ድርሻ/የስራ መደብ ቢጠቅሱ? _____
 ከዚህ ለመከተሉት ጥያቄዎች በአንዱን ሳጥን ብቻ በመሚረጥ "X" ምልክት ያድርጉ፡ -

I. አጠቃላይ መረጃ (Demographic Information)

1. ጾታ ሀ. ወንድ ለ ሴት
2. እድሜ
 ሀ. ከ25 በታች ከ26-30 ከ31-35
 መ. 36-40 ሠ. 41-45 ለ. ከ46 በላይ
3. የጋብቻ ሁኔታ ሀ. የላገባ/ች ለ. ያገባ/ች ሐ. የተፋታ/ች
 መ. የሞተበት/ባት
4. የትምህርት ሁኔታ
 ሀ. ≤ 12/10 ክፍል ትምህርት ቤ. ኤ. ዲግሪ መ. ቢ.ኤ. ሲ.ኤ. ዲግሪ
 ሠ. ኤም.ኤ ዲግሪ ለ. ኤስ.ሲ ዲግሪ
5. በድርጅቱ ምን ያህል ዓመት አገልግለዋል?

ሀ. ከ1 ዓመት በታችሉ. ከ - 4 ዓመት ሐ. ከ5 - 7 ዓመት ሳ ከ8 - 10 ዓመት ሠ. ከ11 ዓመት በላይ

II. ሠራተኞች ከሥራ ለለቁ የሚከተሉት ምክንያቶች

ከዚህ በታች እርሶ ከድርጅቱ እንዳለቁ ለያድርገው ይችላሉ ተብለው የተለዩ መላምቶች/ምክንያቶች ቀርበዋል፡፡

እርሶም ጥያቄዎቹን በማጠቃለያ ምላሽዎች የ “X” ምልክት በመጠቀም ምላሽዎትን ይግለጹልን፡፡

እባክዎ ከታች በተዘረዘሩት ምክንያቶች ትይዩ አግባብ በሆነው ሳጥን ወስጥ የጸምልክት በመጠቀም መስማዕታዎን ወይም አለመስማዕታዎን ይግለጹልን፡፡

ተ/ቁ	/መግለጫ/Statement	በፍጹም አልሰማም	አልሰማም	አላወቅም	እስማዕታሁ	በጣም እስማዕታሁ
ሀ	ግላዊ ጉዳዮች (Personal Factors)					
	የሰነድ ስነ-ምግባር/ Demographic Factors					
6	እድሜ እየጨመረ በመጣ ቁጥር በድርጅቱ የመቆየት እድሌ እየጨመረ ይሄዳል፡፡					
7	የትምህርት ዝግጅት/ደረጃዬ እያደገ በሄደ ቁጥር በድርጅቱ ስራዬን በቁርጠኝነት የማይገባልና በድርጅቱ የመቆየት እድሌ እየጨመረ ይሄዳል፡፡					
8	ትዳር ስይዝና የራሴን ቤተሰብ ስሙርት በድርጅቱ የመቆየት እድሌ ይጨምራል					
	ስለሰራዊቱ ያልሆኑት					
9	በስራዬ ደስተኛ ነኝ					
10	በየቀኑ ወደስራ ገብታል ስመጣ በደስታ ነው፡፡					
11	ሥራዬን በቁርጠኝነት እንደሚከናወን ይሰማኛል፡፡					
12	የእኔ እሴቶች (Personal values) ከድርጅቱ እሴቶች ጋር የተጣጠሩ ናቸው፡፡					
13	በድርጅቱ ወስጥ ባለኝ ቆይታ ከሥራ ባልደረቦቼ ጋር በማድረግ ማህበራዊ ግንኙነት ላይ የነቃ ተሳትፎ አደርጋለሁ					
14	ሥራዬን በትጋት እንደሠራ የማይገባኝ መሣሪያዎችና ግብዓቶች በበቂ ሁኔታ ተሟልተዋልኛል					
ለ	ተቋማዊ ጉዳዮች (Organizational Factors)					
I	የድርጅቱን ድጋፎች በተመለከተ ያልሆኑ አመለካከት					
15	ድርጅቱ ዓላማዎንና እሴቶቹን በማግባ ይረዳልኛል					
16	ድርጅቱ ቅሬታዎቹን ተቀብሎ ያስተናግደኛል					
17	ድርጅቱ የተለያዩ ወሳኔዎችን ሲያስተላልፍ የኔን ጥቅም በማይነካ መልኩ/የኔን ጥቅም ከግንዛቤ በሚገባባት ነው፡፡					
18	ከስራዬ ጋር ተያያዥ በሆኑ ጉዳዮች ላይ ድርጅቱ በማደርገው ወሳኔ ላይ ባለኝ ተሳትፎ ደስተኛ ነኝ፡፡					
19	ችግር በማጣመኝ ወቅት የድርጅቱ እርዳታ አይለየኝም					
20	ድርጅቱ ለደህንነቴ አስፈላጊውን ትኩረት ይሰጣል					
21	ድርጅቱ የተለየ ድጋፍ በማስፈልገኝ ወቅት አስፈላጊውን ትኩረት ይደርጋል					
22	በድርጅቱ አሠራር ላይ የምስጢር አስተያየት በተገቢው ሁኔታ ትኩረት ይሰጠዋል					
23	ድርጅቱ ለድርጅቱ የሚገለጸውን አስተዋፅኦ ሞጋ ሰጥቶታል፡፡					
24	ድርጅቱ ሥራዬን ደስተኛ ሆኜ እንዳከናወን ጥረት ያደርጋል					
25	ድርጅቱ በሥራዬ እርካታ እንዲኖረኝ ጥረት ያደርጋል					
26	ድርጅቱን በተመለከተ የማይረዳኝ ወቅታዊ መረጃዎችን በተመለከተ የበላይ አመራር መረጃዎቹን በወቅቱ ስለማይገኝ ደስተኛ ነኝ፡፡					
II	ከቅርብ አለቃዎ የሚደረግልዎትን ድጋፍ በተመለከተ					
27	የቅርብ አለቃዬ ዓላማዎንና እሴቶቹን በማግባ ይረዳልኛል					

ተ/ቁ	/መግለጫ/Statement	በፍጹም አልሰማም	አልሰማም	አላወቅም	አስማለሁ	በጣም አስማለሁ
28	የቅርብ አለቃዬ ቅሬታዎቼን ተቀብሎ ያስተናግደኛል					
29	የቅርብ አለቃዬ ወሳኔ በጭስተላልፍበት ጊዜ በእኔ ላይ አግባብ ያልሆነ አሰታዊ ተዕኔት እንዳይኖረው ጥንቃቄ ያደረጋል					
30	ችግር በጣም ጥመኝ ወቅት የቅርብ አለቃዬ እርዳታ አይሰጥኝም					
31	የቅርብ አለቃዬ ስለደህንነቴ ክትትል ያደርጋል.					
32	የቅርብ አለቃዬ የተለየ ድጋፍ በጭስፈልገኝ ወቅት ትብብር ያደርግልኛል የቅርብ አለቃዬ የተለየ ድጋፍ በጭስፈልገኝ ወቅት አስፈላጊውን ድጋፍ ያደርግልኛል					
33	የቅርብ አለቃዬ በሥራ ላይ የምስጢር አስተያየት በተገቢው ሁኔታ ትኩረት ይሰጠዋል					
34	የቅርብ አለቃዬ በሥራ ላይ የሚደርገውን አስተዋጽኦ ዋጋ ይሰጠዋል					
35	የቅርብ አለቃዬ ሥራዬን ደስተኛ ሆኜ እንዳከናወን ጥረት ያደርጋል					
36	የቅርብ አለቃዬ በሥራ እርካታ እንዲኖረኝ ጥረት ያደርጋል					
III	ከሥራ ጋር ተያያዥ የሆኑ ጉዳዮች					
	አጠቃላይ የእርካታ ደረጃ					
	ስለስራዎ					
37	ሥራዬን አወደዋለሁ					
38	በሥራዬን እርካታ አለኝ					
	ደግሞና ጥቅማ ጥቅሞች					
39	ድርጅቱ ከሌሎች ተቋማት ጋር ተወዳዳሪ የሆነ ክፍያና ጥቅማ ጥቅሞች አሉት					
40	የድርጅቱ የደግሞ መቅር አዳዲስ ሠራተኞችን ለመሰብሰብ ክፍተት አፈጻጸም ያላቸውን ሠራተኞች ለማቆየት ያመቻል					
41	በድርጅቱ የሚከፈለኝ ደመወዝ ከምስራብ የሰራ ሚዛን እና በስራዬ ካለኝ አፈጻጸም ጋር ተመገጥኝ ነው፡					
42	በሌሎች የሚገኝ ተቋማት ከሚከፈሉ ጓደኞቼ አንጻር በድርጅቱ የሚከፈለኝ ደግሞ በቂ ነው					
43	የወር ደግሞ ለያዝኩት የሥራ ሚዛን የሚሆን ነው					
44	ድርጅቱ ለመከከል ሥራ የሚከፍለው የወሎ አበል በቂ ነው					
45	በአጠቃላይ በድርጅቱ የደግሞ ክፍያና ጥቅማ ጥቅሞች ደስተኛ ነኝ					
	በድርጅቱ ያለውን የደረጃ እድገትን በተመለከተ					
46	በድርጅቱ የደረጃ እድገት ለማግኘት የምቻልበት እድል አለ					
47	በድርጅቱ የደረጃ እድገት ለማግኘት የጭስፈልገውን ቅድመ ሁኔታ በጣም እረዳለሁ፡፡					
48	በድርጅቱ ስራ ከሰራሁ ለተሻለ እድገት እንደሚሰጠኝ አምናለሁ፡፡					
49	በአጠቃላይ በድርጅቱ የደረጃ አሰጣጥ ረገድ ደስተኛ ነኝ					
	ከስራ ባልደረገ ጋር ያለ የስራ ግንኙነት					
50	የስራ ባልደረገኛል በግል ጉዳይ በሚከፈልኛል ጊዜ የኔን ስራ ሸፍነው ይሰራሉ					
51	የስራ ባልደረገኛል የግልጽ የስራ ዕድገትን ያበረታታሉ					
52	ከስራ ባልደረገኛል ጋር በስራ ቦታ ጥሩ የስራ ግንኙነት አለኝ					
53	አሁን ባለሁበት በድን በመብራቅ ደስተኛ ነኝ					
54	ከእኔ ጋር የሚገናኙትን የስራ ባልደረገኛልን እወዳቸዋለሁ					
	የስራ አካባቢን በተመለከተ					
55	የድርጅቱ ለስራ የጭስፈልገውን ቴክኖሎጂ የስራ መሳሪያ የስራ መሳሪያ አቅርቦልኛል					
56	የምስራብ የስራ ሁኔታ አመቺ ነው					
57	የስራ ቦታ ስራዬን ለመብራቅ ጥሩ ሁኔታ አለው					

ተ/ቁ	/መግለጫ/Statement	በፍጹም አልሰማም	አልሰማም	አላወቅም	አሰማለሁ	በጣም አሰማለሁ
58	የምሰራው ስራ አስፈጻሚ/ጭ የሚዘዛበት አይደለም					
59	ድርጅቱ የሚኝበት ስፍራ/ቦታ ለእኔ አመቺ ነው					
60	በድርጅቱ ያለው የካራና የመዘናኛ አገልግሎቶች ለኔ ጥፋ ናቸው፡					
61	ከስራ አካባቢ ምክንት አንፃር ድርጅቱ ምቹ ነው፡					
	እውቅና					
62	የድርጅቱ የግል ጥረቴን ያበረታታል					
63	የቅርብ ኃላፊዬ ማንኛውንም የግል ጥረቴን ያበረታታል					
64	የቅርብ ኃላፊዬ ስራዬን በትክክል ከሰራሁ እውቅና ወይም ምክንት ይሰጠኛል					
65	በአጠቃላይ በድርጅቱ የሚረታኛ ፣ የሽልማት እንዲሁም የእውቅና አሰጣጥ ስርዓት ደስተኛ ነኝ					
	የሚሰራበት ቤት ዝግጁነት					
	ወሳኝ ቁርጠኝነት/Affective Commitment					
66	ድርጅቱ ቀሪ የሰራ ጊዜዬን ባሳልፍ ደስተኛ ነኝ					
67	የድርጅቱን ችግር እንደራሴ አርጌ አስባለሁ					
68	የድርጅቱ የእኔ የማንነቴ መግለጫ ነው					
69	ድርጅቱን በተመለከተ የእኔነት/የባለቤትነት ስሜት ይሰጠኛል					
	የመቆየት ግዴታ/Continuance Commitment					
70	የድርጅቱ መልቀቅ ብሬልግ ለመልቀቅ ልቸገር እችላለሁ					
71	የድርጅቱ ብለቅ የኑሮ ሁኔታዬ አደጋ ላይ ይወድቃል					
72	በአሁኑ ወቅት በድርጅቱ ወስጥ መቆየት የምርጫ ጉዳይ ሳይሆን አስገዳጅ ጭንቀት ነው					
73	ድርጅቱን በአሁኑ ወቅት ብለቅ ከመገገም አደጋዎች ዋናው ሌላ የተሻለ የሰራ እድል ማግኘት አለመቻሌ ነው፡					
	መደበኛ ቁርጠኝነት/Normative Commitment					
74	እኔ እንደሚጠበው በአሁኑ ጊዜ ሰራተኞች ብዙ ጊዜ ወይም በተደጋጋሚ ከአንድ መስሪያ ቤት ወደ ሌላ መስሪያ ቤት ይለቃሉ					
75	አንድ መስሪያ ቤት ለቆ ወደ ሌላ መስሪያ ቤት መሄድ ከስነምግባር ወጪ ነው					
76	በሌላ መስሪያ ቤት የተሻለ ስራ ካገኘሁ መስሪያ ቤቱን መልቀቅ ጥፋ ነው ባዬ አላሰብም					
77	ሰዎች በአንድ መ/ቤት ወስጥ ረጅም ጊዜ ቢቆዩ የተሻለ እድገት ያገኛሉ ብዬ አስባለሁ					
C	ውጭ ምክንያት/External Factors					
78	በድርጅቱ የምሰራው በአገሪቷ ወስጥ ከዚህ የተሻለ የሰራ እድል ማግኘት አልቻልኩም ብዬ ስለሚሰጠኝ/ስለሚሰጠኝ ነው					
79	በድርጅቱ የምሰራው ምንም ከድርጅቱ የሚኝውን አይነት ጥቅም ላገኝበት ስለሚልኝ ነው					

III. ድርጅቱን ስለመልቀቅ

እርስዎ ድርጅቱን ለመልቀቅ ወይም ለመቆየት ያለዎትን ፍላጎት የሚጠቀሙትን ይግለጹ፡፡ እባክዎ በሳጥኑ ወስጥ የ (X) ምልክት በምትሰጡበት ወይም በማትሰጡበት ላይ ያስቀምጡ

No	Statement	በፍጹም አልሰማም	አልሰማም	አላወቅም	አሰማለሁ	በጣም አሰማለሁ
	ስርጅቱን ስለመልቀቅ					
80	ድርጅቱን በተቻለ አቅም በቅርቡ ለመልቀቅ ዕቅድ አለኝ					
81	በምንም አይነት ሁኔታ ድርጅቱን የመልቀቅ ሃሳብ የለኝም					

IV. ሌሎች መረጃዎች

82. የድርጅቱን ስራ ለመስራት ለሚፈልጉት ምን ምን ነገሮች መስራት ይጠበቅበታል ?

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83. የድርጅቱ የሰራተኞችን እርካታና ብቃት ለማሻሻል ምን ምን ነገሮችን መስራት አለበት?

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የመጠይቁ የመጠኔ ገጽ

ወደጊዜዎን ወስደው መጠይቁን ስለሞሉልን እናመሰግናለን፡፡

Appendix 3: Descriptive Analysis of Independent Variables

Table 1: Descriptive Statistics for Personal Factors

	N	Minimum	Maximum	Mean	Std. Deviation
<i>Perception about the Job</i>	145	1	5	2.9598	1.2008
I am satisfied with my job	145	1.00	5.00	3.0483	1.23789
I enjoy coming to work everyday	145	1.00	5.00	3.0897	1.20137
I feel committed to my job	145	1.00	5.00	3.3448	1.25488
My personal values are aligned with the values of the organization.	145	1.00	5.00	3.3172	1.19434
I am involved in the social networks/peer group relations of the organization.	145	1.00	5.00	2.4690	1.15503
I have the tools and resources to do my job well.	145	1.00	5.00	2.4897	1.16140
<i>Personal Status</i>	145	1	5	2.4138	1.1892
As my age increase my chance of staying in the organization increases.	145	1.00	5.00	2.4483	1.18398
As my level of qualification increases commitment and level of stay in the organization increases.	145	1.00	5.00	2.4276	1.17701

	N	Minimum	Maximum	Mean	Std. Deviation
As I get married and form my own family my chance of staying in the organization increases.	145	1.00	5.00	2.3655	1.20654
Valid N (listwise)	145				

Table 2: Descriptive Statistics for Organizational Factors

	N	Minimum	Maximum	Mean	Std. Deviation
<i>Perceived Organizational Support</i>	145	1	5	2.4833	1.0664
KFSC strongly considers my goals and values	145	1.00	5.00	2.3379	1.06862
KFSC would accept any compliant from me	145	1.00	5.00	2.2690	1.01554
KFSC considers my best interests when it makes decisions that affect me.	145	1.00	5.00	2.4069	1.01034
I am satisfied for my involvement in decisions that affect my work	145	1.00	5.00	2.3379	1.06862
Help is available from KFSC when I have a problem.	145	1.00	5.00	2.4759	1.07421
KFSC really cares about my well-being.	145	1.00	5.00	2.5517	1.09881
KFSC is willing to help me when I need a special favor.	145	1.00	5.00	2.5103	1.04161
KFSC cares about my opinions.	145	1.00	5.00	2.5379	1.09304
KFSC vales my contribution to its well-being.	145	1.00	5.00	2.8483	1.06934
KFSC tries to make my job as interesting as possible.	145	1.00	5.00	2.5517	1.09881
KFSC cares about my general satisfaction at work	145	1.00	5.00	2.4207	1.05849
I am satisfied with the information I receive from management on what's going on in the company.	145	1.00	5.00	2.5517	1.09881
<i>Perceived Leader/Management Support</i>	145	1	5	2.4538	1.0578
My immediate boss strongly considers my goals and values	145	1.00	5.00	2.5103	1.04161
My immediate boss would accept any compliant from me	145	1.00	5.00	2.5931	1.09606
My immediate boss considers my best interests when it makes decisions that affect me.	145	1.00	5.00	2.8483	1.06934
Help is available from my immediate boss when I have a problem.	145	1.00	5.00	2.2690	1.01554
My immediate boss really cares about my well-being.	145	1.00	5.00	2.3379	1.06862
My immediate boss is willing to help me when I need a special favor.	145	1.00	5.00	2.2690	1.01554
My immediate boss cares about my opinions.	145	1.00	5.00	2.3241	1.04005
My immediate boss vales my contribution to its well-being.	145	1.00	5.00	2.4897	1.16140
My immediate boss tries to make my job as interesting as possible.	145	1.00	5.00	2.3862	1.02866
My immediate boss cares about my general satisfaction at work	145	1.00	5.00	2.5103	1.04161
Valid N (listwise)	145				

Table 3: Descriptive Statistics for Work-related Factors

	N	Minimum	Maximum	Mean	Std. Deviation
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	N	Minimum	Maximum	Mean	Std. Deviation
Overall Job Satisfaction	145	1	5	3.5162	1.1237
<i>The Job</i>	145	1	5	3.3345	1.2117
I like the type of work that I do	145	1.00	5.00	3.6000	1.14504
Overall, I am satisfied with my job	145	1.00	5.00	3.0690	1.27832
<i>Payment</i>	145	1	5	3.5163	1.1907
The organization maintains a competitive pay and benefits package	145	1.00	5.00	3.6828	1.14081
The salary structure of KFSC helps to attract and retain high performing employees	145	1.00	5.00	3.1724	1.28747
My salary is fair for my position and the work I perform	145	1.00	5.00	3.1862	1.29092
I feel I am adequately paid in KFSC compared to my colleagues at other government organizations	145	1.00	5.00	3.5931	1.15167
My pay is fair for my position	145	1.00	5.00	3.6000	1.14504
The overtime payment in KFSC is satisfactory.	145	1.00	5.00	3.6414	1.14064
Overall, I'm satisfied with KFSC's pay & benefits package.	145	1.00	5.00	3.7379	1.17863
<i>Career Promotion</i>	145	1	5	3.7328	1.1384
There is opportunity for me to advance at the organization.	145	1.00	5.00	3.6966	1.15665
I understand what is expected for career advancement in the organization	145	1.00	5.00	3.6897	1.14575
I trust that if I do good work, I will be considered for a promotion in the organization	145	1.00	5.00	3.7586	1.12593
Overall, I'm satisfied with the career development and promotion policies of KFSC	145	1.00	5.00	3.7862	1.12538
<i>Relationship with Co-workers</i>	145	1	5	3.7765	0.9632
My co-workers would cover for me if I needed to leave work to deal with an important non-work issue.	145	1.00	5.00	3.6828	.95527
My co-workers encourage my personal and career development.	145	1.00	5.00	3.9241	1.03470
I feel a strong personal attachment to my peers in the work place.	145	1.00	5.00	3.7862	.95151
I am proud to work in my current team.	145	1.00	5.00	3.7586	.93002
I like the people I work with.	145	1.00	5.00	3.7310	.94469
<i>Working Environment</i>	145	1	5	3.3527	1.0774
KFSC provides the technology, equipment and resources I need to do my job well	145	2.00	5.00	3.7862	.89897
My general work area is conducive	145	1.00	5.00	3.6000	1.15109
My workspace has adequate privacy for me to do my job	145	1.00	5.00	2.8897	1.02142
My current job is not stressful	145	1.00	5.00	3.6069	1.11366
The location of KFSC factory is conducive for me.	145	1.00	5.00	2.5517	1.04037
The restaurant and other recreational facilities found in KFSC are comfortable for me.	145	1.00	5.00	3.5379	1.15482
Overall, the working environment is good.	145	1.00	5.00	3.4966	1.16144
<i>Recognition</i>	145	1	5	3.3845	1.1610
KFSC appreciates my extra effort.	145	1.00	5.00	3.4000	1.18087
My immediate boss appreciates any extra effort from me.	145	1.00	5.00	3.3379	1.18568

	N	Minimum	Maximum	Mean	Std. Deviation
My supervisor acknowledges when I do my work well	145	1.00	5.00	3.4207	1.12835
Overall, I am satisfied with the recognition and reward system of the factory in general and my department specifically.	145	1.00	5.00	3.3793	1.14909
Organizational Commitment	145	1.42	5	3.5023	1.0147
<i>Affective Commitment</i>	145	2	5	3.6983	0.8554
I would be very happy to spend the rest of my career with KFSC.	145	2.00	5.00	3.7448	.88018
I really feel as if this organization's problems are my own.	145	2.00	5.00	3.6552	.83649
KFSC has a great deal of personal meaning for me.	145	2.00	5.00	3.6966	.85248
I feel a strong sense of belonging to my organization.	145	2.00	5.00	3.6966	.85248
<i>Continuance Commitment</i>	145	1.25	5	3.5879	0.9637
It would be very hard for me to leave KFSC right now, even if I wanted to.	145	2.00	5.00	3.6345	.84831
Too much in my life would be disrupted if I decided I wanted to leave my organization now.	145	1.00	5.00	3.5655	.93403
Right now, staying with my organization is a matter of necessity as much as desire.	145	1.00	5.00	3.5862	.92486
One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.	145	1.00	5.00	3.5655	1.14754
<i>Normative Commitment</i>	145	1	5	3.2207	1.2251
I think that people these days move from company to company too often.	145	1.00	5.00	3.6276	1.12389
Jumping from organization to organization seem at all unethical to me.	145	1.00	5.00	3.0759	1.27521
If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.	145	1.00	5.00	3.0276	1.24133
Things were better in the days when people stayed with one organization for most of their careers.	145	1.00	5.00	3.1517	1.26013
Valid N (listwise)	145				