

JIMMA UNIVERSITY



College of Business and Economics

Department of Management

**THE EFFECT OF ORGANIZATIONAL CLIMATE FACTORS ON EMPLOYEES'
TURNOVER INTENTION IN MIZAN -TEPI UNIVERSITY**

By:

Getachew Abdisa Bedika

**A Thesis Submitted to the School of Graduate Studies of Jimma University For
Partial Fulfillment of the Requirements for the Degree of Master in
Business Administration in Management.**

Advisor: Zerihun Ayenew (Ph.D. Associate Professor)

Co-Advisor: Rejabut Mohammed(MBA)

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Declaration

I, the undersigned, declare that this thesis entitled” *The Effect of Organizational Climate factors on Employee turnover Intention In Mizan -Tepi University MTU*)is my original work, that has not been submitted for any degree or any other examination in any other university. I have undertaken my research work independently with the guidance and support of the research advisor. All sources of materials used for this thesis have been duly acknowledged. I further confirm that the thesis has not been submitted to any other learning institution to earn any degree.

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This is to certify that the thesis prepared by Getachew Abdisa, entitled: *‘The Effect of Organizational Climate factors on Employee Turnover Intention in Mizan -Tepi University* and submitted in partial fulfillment of the requirements for the Degree of Executive Masters of Business Administration in Management complies with the regulations of the university and meets the accepted standard concerning originality and quality.

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List of acronyms and Abbreviations

E.C - Ethiopian Calendar

FGD -Focus Group Discussion

HR- Human Resource

HRMD- Human Resource Management Department

MTU- Mizan Tepi University

OCL- organizational climate

SNNPRS- Southern Nations' Nationalities' and Peoples' Regional State

SPSS - Statistical Package for Social Sciences

Abstract

The main purpose of the study was to examine the effects of organizational climate factors on employees' turnover intention in Mizan -Tepi University. The study has employed a cross-sectional study design with an exploratory and descriptive design. Sample sizes of 228 employees were selected by proportionate stratified random sampling and purposive sampling techniques were employed to select key informants for. This study also employed qualitative and quantitative types of research approaches. The primary data has been gathered through a close-ended self-administered questionnaire using five-point Likert scales from respondents and a key informant interview was conducted with the HR director and personnel.

The data gathered from the respondents analyzed through the aid of the Statistical Package for Social Science (SPSS version 20). Descriptive statistics, inferential statistics, and binary logistics regression were used for analyzing quantitative data. Descriptive statistics such as frequency distribution and the percentage was computed to describe demographic characteristics respondents and summarize the data. Chi-square test is used for this and results are expressed using the p-value ($p < 0.05$ as significant).

The result of the findings indicated that a significant relationship between working conditions & environment and employee turnover intention, indicating that on average, employees who are dissatisfied with it reported have high intentions to leave the university. Besides, reward & recognition systems have a significant relationship with turnover intention. In general, the study suggests that poor working conditions & environment, and reward & recognition systems were core factors for high employee turnover in university. Furthermore, the level of the turnover intention of employees of the university was high implies that the university is at high risk of employee turnover which in turn will leave them with huge costs. Therefore the researcher recommended that it is advisable for the university it revises and improves the existing reward & recognition practices, provide fair promotion opportunities, and creates a conducive working environment, to reduce turnover intention and retain their experienced employees gradually.

Keywords: Turnover intention, Organizational climate, working conditions, and reward system.

CHAPTER ONE

INTRODUCTION

This section discusses the research's background, problem statement, research question, the objective of the study, the scope of the study, the significance of the study, limitation of the study, definitions of terms, and organization of the thesis.

1.1 Background of the Study

Employee turnover has become a worldwide issue that has puzzled organizations, researchers, and practitioners for years. Currently, employee turnover permeates most of the organizations in both developed and developing nations (Tariq et al, 2013). The CIPD (2011) survey report on employee turnover rate in the UK indicated that the nationwide turnover rate in 2006 was 18.1 percent. According to the report, employees' turnover varies from sector to sector. On average, the turnover for the public sector was 13.3 percent while it was 22.6 percent for the private sector.

Various studies have made a clear distinction between actual turnover and the concept of turnover intention, which relates to behavioral attitudes. Intention to turnover refers to an individual's perceived probability of staying or leaving an employing organization, (Ramesh et al, 2012). Jacobs and Roodt, (2007) defined employee turnover intention as a mental decision prevailing between an individual's approach concerning a job to continue or leave the job. Various studies have investigated this construct and have used similar terms such as the intention to leave, intention to quit and withdrawal intention. In a more elaborate definition of this construct, turnover intention can be understood as the intention to voluntarily change employers or to depart the entire labor market.

According to Mowday, Porter, and Steers (2006), an employee's intent to leave can influence the turnover decision in two ways. It may directly lead to it even when other job opportunities are not available. Besides, it may influence actual turnover indirectly by leading the employee to search for new job alternatives, thus resulting in the likelihood of termination. is therefore widely

accredited that identifying and dealing with determinate of turnover intentions is an effectual way of reducing actual turnover (Dess and Shaw, 2001).

Intentions are important for organizations and researchers because once people have implemented the behavior to quit; there is little likelihood of gaining access to them to understand their prior situation(Mourad&Mustefa,2007). Organizations incur direct and indirect expenses, which include the cost of advertising, headhunting fees, human resource costs, loss of productivity, new hire training, and customer retention, every time they have to replace an employee, (Beam, 2009). Besides high turnover of current employees lead to increased workload, decreased effectiveness, and productivity of the remaining staff in the organization(Wagner,2010; Miller,2010). For service-oriented professions, such as management consulting or account management, high employee turnover can also lead to customer dissatisfaction and turnover, as clients feel little attachment to a revolving contact (Brian,2009).

Employees leave organizations for all sorts of reasons. Some find a different job, some go back to school, and some follow a spouse who has been transferred out of town. Others retire, get angry about something and quit on impulse, or never intended to keep working after earning a certain amount of money. Still, others are fired or laid off, or they come into money (a lottery win, an inheritance) and decide they no longer need a job (Allen, 2010). Other reasons employees leave include unhappiness with the work, inadequate compensation, unsafe and unhealthy conditions, unrealistic expectations, inappropriate processes or tools, and poor candidate screening, lack of career opportunities and challenges, dissatisfaction with the job scope, or conflict with management (Benedict, et al., 2012).

The turnover intention of employees is influenced by the perception of employees' satisfaction in terms of pay, promotional opportunities, relationships with supervisors, employees "s performance management system and fringe benefits. Job satisfaction has been a widely studied variable in determining turnover intention. It is certainly a highly important variable in organizational studies (Ryan& Carson, 2002).

Alternative job opportunity and remuneration has a significant influence on turnover intention. On the other hand, job satisfaction has a significant and negative relationship with turnover intention (Spector, 1997).

In Ethiopia, high employee turnover has become a problem for both governmental and non-governmental institutions. Well experienced and qualified professionals leave the position they held in their offices. Recently the level of turnover in the Ethiopian government as well as non-government organizations increases at an alarming rate. Many strategies have been devised to retain employees by much public organization in Ethiopia such as improved benefits packages and training and development of staff, but still, the public sector is characterized by high employee turnover despite retention strategies (Biruk W., 2013). Especially, Academic institutions have to possess qualified manpower since they are the places where countries' productive forces are produced in them and provided for all types of organizations. With this regard, universities are among the major ones that are on the top of others to produce those equipped citizens. So universities should obtain and maintain qualified human resources. Even though these universities have to own qualified employees, in most universities of Ethiopia there is a high rate of turnover (Kumar 2011, Girma et al., 2013, and Mulu 2014). As stated by Alemayehu et al. (2013) turnover of faculty and researchers is increasing in alarmingly rate within the universities in Ethiopia which is aggravated by the high rate of brain drain.

Mizan- Tepi University is one of the second generation universities in the country in which the turnover of employees was a challenging factor according to the tenth year progress report of the university. It has a problem with frequent employee turnover due to different factors that need to be addressed to retain an all-rounded competent workforce to achieve the intended goals or objectives of the university. Besides the number of employees complaining as well as leaving the university is increasing. Therefore, it is essential to conduct a study on the effect of organizational climate factors on employees' turnover intention at Mizan-Tepi University. Hence the studies focused on organizational climate dimensions (expressed reward & recognition, job satisfaction working conditions, and work-family conflict) factor of employees' turnover intention to recommend the possible solution and tackle the problem in the university.

1.2.Statement of the Problem

Employee turnover is one of the most costly and difficult human resource challenges confronted by several organizations worldwide. When experienced employees leave an organization, the effects will be very high (Hokey, 2007). Organizations should control employee turnover especially, the sources- what determines employee turnover, effects, and strategies that managers can put in place to minimize turnover for the benefit of its success. The turnover intention has been firmly established as the best and most accurate predictor of actual turnover (Chang, 2009). There is numerous amount of research has been conducted on determinant factors of employee's turnover intention and identify different key factors. Balogun and Olowodunoye, (2013) conducted a study in a Nigerian university, the result of the study show that job satisfaction, social support, and emotional intelligence significantly and independently predicted turnover intention among university employees

In Ethiopia, turnover intention shows a serious problem to any government and non-government organization in terms of loss of talents, additional employment, and training costs (Loi et al., 2006). It is obvious that in any educational setting adequate and sufficient numbers of qualified instructors are mandatory to properly achieve the prescribed educational goals stated in the curricula. Even though these universities have to own qualified employees, in most universities of Ethiopia there is a high rate of turnover (Kumar 2011, Girma et al., 2013, and Mulu 2014). According to Alemayehu et al. (2013) turnover of faculty and researchers is increasing at an alarming rate within the universities in Ethiopia which is aggravated by the high rate of brain drain. Another related research conducted in government-owned universities revealed that 83% of the instructors who left their job stated that a poor management system, lack of equal opportunities was one of the basic reasons to quit the job (Admassu, 2003).

In the case of Ethiopia, several published types of research have been done on issues of turnover intention. Most of this inclined towards studying the cause of employee turnover intention, and identified, personal problems, job content, financial rewards, as the causal factor of employee turnover intention. Selam (2015) explores the professional employees' turnover intention and retention practice in the Wegagen Bank S.C and found that the major factors that cause

professional employee turnover intention are salary and benefits packages, job satisfaction, and perceived employment opportunities.

Zewdneh, (2015) also investigated on Employee Turnover intention and its management in the case of Sheraton Addis Luxury Collection Hotel and identified benefit packages, job stress, Disciplinary measures, participation in the decision-making process, perception of unfairness about the level of compensation, and inequality in the sharing of pay are the major factors that predict employee turnover intention.

Yared (2011) conducted a study on staff turnover in international Non-Governmental Organizations (NGOs) and concluded that the causes of the turnover intention of employees family problems, poor leadership, dissatisfaction with the job, better opportunity in the external market, and dissatisfaction with the workplace. Despite highlighting employee turnover intention problems the study does not suggest any retention strategies that the organization can use to the improved level of turnover intentions and reduce employees turnover rate in the future.

The majority of these studies exhaustively were addressing the cause of employee turnover intention in, banks, companies, etc they failed to explain the underlying causal factors of employee turnover intention in public universities. Besides as far as the researcher's knowledge there were no studies done including work-family conflict factors for the turnover intention that would use for this study. Therefore, this study was aimed to fill gaps left by the previous researches specifically in evaluating the effects of organizational climate factors on employee turnover intentions at the Mizan-Tepi University.

1.3. Basic Research Questions

Concerning the purpose of the study, the following research questions have been formulated to help find possible solutions or to serve as a guide to the study:

- 1) Which of the reward system factors influence employee turnover intention at MTU?
- 2) What is the effect of job satisfaction on employee turnover intention?
- 3) What kind of relationship has working conditions with employee turnover intention?
- 4) How does work-family conflict influence employee turnover intention?
- 5) Which factor predicts the turnover intention of employees at Mizan –Tepi University?

1.4. Objectives of the Study

1.4.1. General Objective

The general objective of this study is to investigate the effects of organizational climate factors on employee turnover intention in Mizan -Tepi University.

1.4 2. Specific Objectives of the Study

The research specifically deals with achieving the following specific objectives:

- ❖ To investigate the relationship between reward system and employee turnover intention
- ❖ To assess the relationship between job satisfaction and employee turnover intention.
- ❖ To determine the relationship between working conditions and employees' turnover intention.
- ❖ To examine the relationships between work-family conflict and employees' turnover intention.
- ❖ To identify the significant factors that predict the turnover intention of employees of the university.

1.5. Significance of the Study

This research paper has a significant use for the university because employee turnover becomes a crucial issue for the organization. It would be expected that the findings of this study help MTU management officials particularly human resources managers to have a clear understanding on the major factors that cause employees turnover intention in the university to prevent turnover in the future by taking appropriate action to achieve the objective and the mission of the university. The study could have importance to other public universities in Ethiopia to reduce turnover by setting certain assertive mechanism before it happens to increase their performance by keeping the talented and high skill employees to perform better. The study would help to other researchers as a reference or guidelines who want to conduct on related topics, to conclude and recommend on the problems by using this study as input. Furthermore, the findings of this study are used to policymakers in understanding factors that enhance employee turnover intention so

that effective policies and regulations can be endorsed to facilitate the retention process in the educational institution.

1.6. Scope of the Study

The study investigated the effect of organizational climate factors on employee turnover intention at Mizan-Tepi University. All organizational climate factors of turnover intentions may not be addressed in this study. In terms of the content scope, this study mainly focuses on four organizational climate factors that influence the turnover intention of the employees are being investigated, namely, reward system, working conditions, job satisfaction, and work-family conflict. Besides, there might be other factors such as supervisors and Co-workers that can influence the turnover intention, which is not being considered in this study. Even if it is very essential and necessary to conduct a study considering both permanent and part-time employees since the study is undertaken within the academic calendar because of that sample of the study was delimited to., full time and permanent employees with a sample of 229 respondents. Furthermore, assessing employee turnover intention is broad in the sense that the study focuses on voluntary turnover intention. In other words, the involuntary turnover intention of employees is beyond the scope of this thesis

1.7. Limitation of the Study

Although there were notable contributions from this study there were certain limitations of this study. The study mainly focuses or delimited itself to only one university (MTU), this would influence the generalizability of the findings conclusion, and recommendation of the study to all universities in Ethiopia. The other limitations of this study were four organizational climate factors that influence employee turnover intention are being investigated, namely, reward system, working conditions, job satisfaction, and work-family conflict. Besides these factors, there might be other factors such as organizational commitment, relation with supervision, and relation with coworkers that can influence the turnover intention, which is not being considered in this study. Despite such possible constraints, the researcher was optimistic that the intended task would come up with benefits it contributes to their well-being.

1.8. Definitions of Terms

The research will use some conceptual and operational words that related to the research objectives to define some of the terms in this study. The definitions are as follow:-

Intention: is an act or instance of determining mentally upon some actions or result or the end or object intended, purpose (Oxford dictionary, 2006)

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

Turnover Intention: means employees intend to leave the organization which he/she working at present. (FilpeF and Luis Borges 2012).

Employee turnover: refers to the rate at which an employer gains and losses employees (

Working conditions: In which an individual or staff works, including but not limited to such things as physical environment, stress, degree of safety, or danger.

1.9. Organization of the Thesis

This thesis is organized into five chapters. The first chapter contains the background of the study, the background of the MTU, statement of the problem, research questions, objectives of the study, significance of the study, the scope of the study, limitation of the study, and operational definition of terms. The second chapter contains a review of the literature that would be gathered from both conceptual and empirical literature sources. The third chapter is about the methodology which consists of the research design population and sampling techniques, the type of data and tools/instruments of data collection, the procedures of data collection, and the methods of data analysis used. Chapter four presents the analysis of the data and findings of the study. Chapter five is concerned with the summary, conclusion, and recommendation that was drawn from the findings of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

In this chapter, literature and related views of various authors and previous research done are reviewed and the key concept under study in the research thesis, namely factors influencing employee turnover is assessed. This chapter also discusses turnover and turnover intention from several perspectives. It includes the definition of employee turnover, turnover intention, sources of employee turnover, and variables related to employee turnover intention.

2.1. Theoretical Literature Review

2.1.1. Concept of organizational climate

From the human relations approach, employees have been accepted as the most important component of the organizations. To make organizations much more effective and productive, perceptions of employees have become more important. As it's a concept is related to the perceptions of employees, organizational Climate has been attracting many researchers (Arabaci, 2010). Organizational Climate is a fundamental construct in work and organizational settings, as it provides an appropriate context for studying organizational behavior, allowing the exploration of individual and group behaviors (Haritha and Subrahmanyam, 2013).

The concept of organizational climate backs to the early 1900 with the work of Lewin (1951) suggested that climate is the characterization of the salient environment still and is an important determinant of motivation and behavior. This has resulted in organizational climate being the direct or indirect subject of many behavior projects and emerging as constructs with many behavior consequences and also the subjects gained momentum with the work of Litwin and Striger (1968) who conceptualize organizational climate to influence on motivation and behaviors. Various definitions and measures of organizational climate have been offered and various reviews of research on organizational climate have appeared. However, these definitions are full of a lack of consensus mainly due to its association with the other construct. Each definition reflects the author's specific conceptualization of the construct and context of the study. Many authors define organizational climate in different concepts and perspective some the definitions of organizational climate were discussed as follows:

Litwin and Stringer (1968) define organizational climate as a set of measurable properties of the work environment that is directly or indirectly perceived by the people who live and work in the said environment and is assumed to influence their motivation and behavior. Organizational climate is a perception of the psychologically important aspects of the work environment and is recognized as a potential influence on employees' workplace behavior and job satisfaction (Haritha and Subrahmanyam, 2013).

The organizational climate of an organization is like an individual's personality, that everyone has unique personality traits, it distinguishes one organization from other based on perceptions of the employees about the policies and practices, the cohesiveness of coworkers, recognition of task performed, supportiveness of management and regard for personal concerns, innovative style of performance and fairness in rewards, norms, and attitudes that influence the behavior of employees at work (Haritha and Subrahmanyam, 2013).

2.1.2. Employee turnover: definition and concepts

Employee turnover has become the most widely studied phenomenon in organizational behavior research; there are many definitions in the literature regarding the term employee turnover. Indeed, thousands of researches have been conducted on employee turnover (Mondy, 2010). In the human resources context, Employee turnover is the rate at which an employer loses employees. Simple ways to describe it are "how long employees tend to stay" or "the rate of traffic through the revolving Door" (SwarnaLatha and Prasanna 2014). The term employee turnover is often used to describe the in and out of the employee in the organization. The term employee turnover can entail "a ratio comparison of the number of employees a company must replace in a given period to the average number of total employees" (Shukla, 2013). Another definition provided by Mondy (2010) explains that employee turnover means the controlled ending of a partnership with the organization by the employees of that organization.

Employee turnover occurs when workers leave an organization and need to be replaced by recruits. Employee turnover can be conceptualized as the departure of employees from their current organization but not from the profession altogether. The turnover rate is a measure of the rate at which employees leave the firm. Similarly, Ferreira and Almeida (2015) suggested that turnover occurs when employees leave an organization and have to be replaced with new ones.

2.1.2.1.Types of employee turnover

Employees of different organizations leave their job for all sorts of reasons. Some leave to get a better salary, some find conducive work conditions, due to geographical factors and for multiple reasons. Employee turnover can be grouped into different categories (Fahad, 2011).

The first type of turnover is Voluntary turnover, which occurs when an employee voluntarily chooses to resign from the organization. Voluntary turnover could be the result of a more appealing job offer, staff conflict, or lack of advancement opportunities. Involuntary where the employee has no choice in their termination. It may result from the following situations: dismissal, retrenchment/redundancy, retirement, long term sickness, physical/ mental disability, moving /relocating abroad, death. (Mbah and Ikemefuna, 2012).Functional and Dysfunctional Turnover; Functional turnover is a turnover in which poor performers leave while dysfunctional turnover is a turnover in which good performers leave. Avoidable and unavoidable turnover: A turnover that happens in avoidable circumstances is called avoidable turnover, whereas a turnover that happens in unavoidable circumstances is called unavoidable turnover (Mbah and Ikemefuna).

Skilled and unskilled turnover: Untrained, uneducated, and unskilled positions often face a high turnover rate. Unskilled positions often have high turnover, and employees can generally be replaced without the organization incurring any loss of performance. The ease of replacing these employees provides little incentive to employers to offer generous employment contracts; conversely, contracts may strongly favor the employer and lead to increased turnover as employees seek, and eventually find more favorable employment.

On the other hand, skilled and educated positions may create a risk to the organization while leaving. However, high turnover rates of skilled professionals may pose a risk to the business or organization, due to the human capital lost - skills, training, and knowledge lost. Notably, given the natural specialization of skilled professionals, these employees are likely to be re-employed within the same industry by a competitor (Mbah&kemefuna, 2012). Therefore, management should give special attention to avoidable turnover over which it has control and improves the situation and then staff retention. Stephen (2014) contends that motivating employees can be a manager's biggest challenge. Fair promotion conducted on bases of performance greatly

motivates employees and a key demotivating factor to employees is a failure by the organization management to carry out promotion based on performance and merit

2.1.3. Definition of turnover intention

Turnover intentions are defined as an 'individual's expected chance that they are quitting the organization permanently at some spot shortly and look forward to finding the other one. (Purani&Sahadev, 2007 Intention to leave a job is "a deliberate and conscious determination to quit the organization". Scholar's term turnover intention as "person "own expected probability (subjective) that they are quitting the organization permanently at some spot in the close to future" (Liu,2008).

Turnover intention is currently understandable as an employee's preference to quit his or her organization refers that an employee is unable to remain the organizational part (Lacity et al., 2008). Employee turnover intension is the rate at which people (employees) want to leave an organization (Nwagbara, et al., 2013). It is noted that positive and statistically significant relationships have been reported in dozens of studies exploring leaving intentions and actual leaving behavior. In other words, the intention to leave a job is an immediate precursor to leaving. Turnover intention is widely used as a cognitive predictor of turnover (Mobley 2010). On the bases of the above definitions, turnover intention can be defined as the wish of workers to intentionally choose to leave the recent organization soon. Intention to leave is one of the antecedents of actual turnover.

Turnover intention can be classified into unpreventable turnover, desirable turnover, and undesirable turnover. The unpreventable turnover is due to the illness, family issue, or retirement. Moreover, the desirable turnover is due to the employee's incompetence. Last but not least, for undesirable turnover would include competent and qualified employees leaving due to such organizational issues as lack of supervision, poor support, and role conflict. These issues need to be addressed because they directly affect client service quality and organizational effectiveness (Ramesh et al, 2012).

Therefore turnover intention is a major area of interest and poses a very crucial challenge for today's HR managers because the intention to leave takes perceptions of job alternatives, poor

work performance, poor personal behavior, and work ethics, and impaired deliverance of quality service to customers, etc. until the behavior culminates with actual quitting of job and organization. To improve or reduce employee turnover rates first activity is a full understanding of factors for turnover and how significant are these factors and the second activity to take crucial action on identified factors to curb turnover. Although, there is no standard framework for understanding the employee's turnover process as a whole, a wide range of factors have been found useful in interpreting employee turnover (Kevin et al. 2004).

2.2.Cause of Employee Turnover Intentions

There are several reasons why turnover and turnover intentions take place. According to Shamsuzzoha A.(2007), some of the factors that affect employee turnover are the economy (the availability of higher-paying jobs and in a better economy the availability of alternative jobs plays a role in turnover), demographics, the characteristics of the job, the individual factors (including things such as changes in family situations, a desire to learn a new skill or trade or an unsolicited job offer), unmatched of the employee's skill and the job substandard equipment tools or facilities, unequal or substandard wage structures, inadequate or lackluster supervision and training, recognition(feelings of not being appreciated), and lack of opportunity for advancement or growth.

Job satisfaction is a major factor to analyze the performance of an individual towards his work. Satisfied workers are productive workers who contribute towards building an appropriate work culture in an organization and have a low level of turnover. In Ethiopia a study by Zerihun, A. (2015) on organizational climate factor that could predict the job satisfaction of academic staff of public universities and found out that, among the organizational climate factors, coworker relationship, working condition, organizational commitment, and leadership and management are factors that could predict the job satisfaction of academic staff.

2.2.1. Reward system and turnover intention

Reward systems are very crucial for an organization(Sarvadi, 2010). Rewards include systems, programs, and practices that influence the actions of people. The purpose of reward systems is to provide a systematic way to deliver positive consequences. The only way employees will fulfill

the employer's dream is to share in their dream (Clarke, et al. 2010). Every organization's reward system should focus on these major areas; compensation, benefits, recognition, and appreciation (Sarvadi, 2010). Employee recognition refers to the general acknowledgment or confirmation of a given occurrence or performance. According to Harrison (2012), "employee recognition is a timely, informal and/ or formal acknowledgment of a person's behavior, effort or business result that supports the organization's goals and values, and which has been beyond normal expectations. Nyamubarwa (2013) examined relationships between reward systems and intentions to leave. Many scholars have investigated the relationship between reward systems and their influence on employee retention and turnover intention.

Scholars have agreed on the fact that financial and incentive systems are a motivating factor for employees in organizations, and that they serve as a basis upon which individual employees assess the value their employer attaches to them. It has been demonstrated that employee reward systems work as an effective device for attracting workers, before subsequently motivating them to stay where they are. Moreover, it is advisable to offer salaries that are at or above the market rate for the industry, or it may be evident that employees will feel undervalued, and may search in their endeavor to move to another organization that is capable of providing better remuneration. In other words, all research studies have concurred regarding the fact that a negative relationship is commonly evident between reward systems and turnover intention, and actual turnover in organizations.

2.2.2. Job satisfaction and turnover intention

According to Martin and Rowley cited in Zerihun, A (2015), the success, functioning, and sustainability of any higher education institution are greatly influenced by the extent to which the careers of academic staff are successfully managed along with all the demands and changes. More than any other type of organization, higher education institutions are dependent on the intellectual capital and commitment of their staff. It could therefore not afford to neglect the need and essentials of workforce satisfaction. Job satisfaction is a positive emotional state resulting from the appraisal of one's job or reactions to work experiences, how workers feel about their jobs, aspects of their jobs, and work situations (Landy and Conte, 2004).

Job satisfaction is the extent to which a worker feels positively or negatively about the internal and/or external domain of his/her job (Bhuiyan and Menguc, 2002) or the contentment and enjoyment employees felt on their job. Satisfaction on a job might be motivated by the nature of the job, its pervasive social climate, and the extent to which workers' peculiar needs are met. Research has shown that more satisfied employees are more engaged in their work, while less satisfied employees are less engaged. Lower levels of engagement are associated with employee withdrawal, particularly in terms of voluntary turnover. Thus, it is accepted that job satisfaction and employee turnover intention are inversely related (Lambert, et al., 2001). Employees decided to leave their organization when they become dissatisfied with their Jobs. Job satisfaction with the current job reflects an indicator to predict employee turnover in the organizations may be low in finding another job due to a positive experience with their organization's policies (Rehman, 2012).

Many studies conducted in different settings found a significant negative correlation between the facets of job satisfaction and turnover intention. Rahman, et al. (2008) found that job satisfaction harmed the turnover intentions of IT professionals. Samad, (2006) found a moderate relationship between job satisfaction and turnover intentions. Meta-analysis results indicate relatively consistent negative correlations between job satisfaction and turnover (Brough and Frame, 2004) also agreed that job satisfaction is a strong predictor of turnover intentions. Steven and John conducted a study to assess job satisfaction facets and turnover intention of software developers. They took nine facets of job satisfaction to see its impact on turnover intention. Turnover intention showed a significant negative correlation with all job satisfaction facets: pay, promotion supervision, benefits, rewards, working condition, workers' nature of work, communication.

2.2.3. Working conditions and turnover intention

If working situations are insufficient or the place of work has an absence of important accommodations such as proper lighting, furniture, restrooms, and other health and safety provisions, employees will not be willing to put up with the problem for a long time (Shamsuzzoh&Sumon, 2010). Basic working conditions like a relationship with colleagues, clean workroom, proper lighting, furniture, heating, air circulation, and noise and office

equipment are some of the major constituents of work environment which influences job satisfaction and is one of the major reason due to which an organization experiences an employee's turnover (Bilal. H, 2012). Employees are more likely to stay in a stable organization where there is a predictable work environment so that they could be able to predict their career growth and advancement in the organization. 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, to stay in an organization; whereas a non-conducive environment contributes to employee turnover. (W. W. Guyo, R. Gakure, B. Mwangi, 2011).

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 contribution influence the company's well-being (Luthans, 2011). 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. Personal factors such as discontent at the working place due to conflict and disharmony and poor social support in the work environment are also good reasons to leave. Employees feel comfortable to stay longer, in positions where they are involved in some level of the decision-making process. That is employees should fully understand issues that affect their working atmosphere. But in the absence of openness in sharing information, employee empowerment the chances of continuity of employees are minimal(Luthans, 2011).

All these factors contribute to high employee turnover in the sense that there are no proper management practices and policies on personnel matters hence employees are not recruited scientifically, promotions of employees are not based on spelled out policies, no grievance procedures in place, and thus employees decide to quit. Therefore work conditions and environments do also play a key role in turn over.

One additional aspect of the work environment that affects employee turnover intentions stems from the point of participation, which is the process where decision-making is shared by individuals of different statuses in an organization. This factor is one of the most critical factors that can influence employee turnover intentions. Based on the research by Nyamubarwa (2013), a linked match between an employee's values and the values of his/her organization can enhance

employee comfort and a feeling of belonging to the organization. Consequently, stress levels and any desire to leave do become minimized. Conversely, a mismatch in values and conduct between employees and their organizations shorten the length of service that employees can provide. In line with this, the overall working environment of the organization should be favorable to employees and the organization's working environment was not conducive to most of the employees it contributed to employee turnover (Mwangi, 2011).

Recent studies conducted by Handelsman (2009) show that if working conditions are substandard or the workplace lacks important facilities, such as proper lighting, furniture, clean restrooms, and other health and safety provisions, employees won't be willing to put up with the inconvenience for long. Likewise, if an employee finds an appropriate work environment that is suitable for them in a specific company, they may work in that organization for several years.

2.2.4. Work-family conflict(WFC) and turnover intention

Bhave, Kramer, and Glomb, (2011) defined WFC as a negative effect when work and family roles interfere. Matz et al. (2014) found that WFC was positively associated with the turnover intention for institutional corrections officers. However, Matz et al.'s (2014) study did not include any sample in law enforcement agencies. Using a sample of coaches, Ryan and Sagas (2009) also found that WFC was positively related to turnover intention. Ang et al. (1994) found that accountants in Singapore who consider sudden demands not adversely affecting their family/social plan were less likely to leave their job. In the case of ACC Bhutan, based on the annual report of 2011, one of the reasons cited for the turnover is a family obligation. It might be due to the transfer of spouse and/or parents as ACC has its office only in the capital. For example, a legal assistant had his wife working in the eastern district of Bhutan. Since she couldn't get transfer to Thimphu, he had to seek transfer and leave.

It has been also brought to the notice that working in ACC is very challenging and the Commission demands a higher level of performance which might leave the employees with little time for family. Generally, the ACC employees have to work at odd hours, during weekends and have to be on move for investigation. The interference between work life and personal life has been classified as one of the main stressors in the workplace (Gao, Shi, & Wang, 2013). Work stressors, as numerous studies have found, cause negative at-work behavior such as

absenteeism and employee turnover. The conflict between family and work settings occurs due to a trade-off between an individual's role as an employee and as a member of a family. This tradeoff or conflict usually results in tension or stress in two distinct but inter-related dimensions.

The first dimension is the tension or stress caused by a conflict that arises as a result of roles, duties, responsibilities, tasks, obligations, and requirements of the workplace being incompatible with roles and tasks at one's home life, known as WorkFamily Conflict. For example, an employee is unable to fulfill his/her family roles such as parenting duties, a dine out with spouse and/or kids, weekend time with family, etc. due to long and laborious hours of work, tough and extremely important deadlines, over-demanding tasks, meetings, and travel. The second dimension is the conflict experienced by employees when they sacrifice their work roles and job duties, responsibilities, tasks, and obligations due to family commitments.

2.3. Empirical Literature Review

Turnover may be caused by different factors. These factors of turnover intentions are different from organization to organization to some extent (Shah et al. 2010). Jha (2009) stated that no single factor can be attributed to turnover intentions and proposed to follow a holistic approach in studying factors affecting turnover intention of employees. The Islamia University of Bahawalpur, Pakistan department of Management Science lecturers (2014) conducted a study and visited numerous local organizations in both government and private sectors in Bahawalpur, Punjab, Pakistan, and observed the causes of turnover. Their research paper aimed to discover the existing reasons for turnover, adverse effects, and possible results that could be useful for their productivity and market shares. Their results showed that job stress had a significant positive relationship with turnover intentions, enhanced organizational commitment, and job satisfaction contributes most to the reduction of intention to leave the organization.

Employee satisfaction had a strong negative relationship with turnover intentions. Their result also showed that the right person for an organization is closely linked to job satisfaction, job performance, and turnover intension. Many findings have shown that recruiting the person who appropriately fits the organization and job specifications would have low rates of absenteeism and turnover intentions.

Mrope and Bangi (2014) indicated that cuts of incentives, allowances, and per Diems are management practices leading to employee turnover. Alkahtani (2015) reviewed previous studies and identified seven common factors found to be related to turnover; namely, organizational commitment, job satisfaction, training, perceived organizational support, perceived supervisor support, organizational climate, employees' benefits, and opportunities and organizational justice. For instance Butt, Khan, Rasli, and Iqbal (2012) found that work and physical environment of hospitals significantly influence nurse's commitment to work while Oludeyi (2013) researched classroom design among secondary school teachers also found similar results. None of these studies was done in the university environment; there is still much to understand about physical working conditions in campus communities and the level of job commitment staff therein.

The study conducted on "Drivers of Turnover Intention in Public Sector Organizations" by TamkeenSaleem and SeemaGul (2013) to examine the relationship of Pay Satisfaction, organizational commitment, and perceived employment opportunities with Turnover intention. It was hypothesized that the higher the pay satisfaction lower will be the turnover intention and the higher the organizational commitment lower will be the turnover intention. It was also hypothesized that the higher the pay satisfaction higher will be the organizational commitment as well as the higher the perceived employment opportunities higher will be turnover intentions. To determine the relationships, results were analyzed by the use of the Pearson Product Moment correlation coefficient. The overall results revealed a significant relationship between the variables and supporting all the hypotheses.

In our country context the study conducted on "Factors of Employee Turnover Intention in MOHA Soft Drinks Industry S.C Teklehaimanot plant" by EndalkachewTibebu 2015, identified that nature of the work/lack of job freedom & autonomy, lack of opportunity for promotion & development, unplanned future career /uncertainty of future career, uncomfortable working environment, lack of organizational commitment, least remuneration and availability of alternative employment opportunity were contributed to the respondents' intention to leave the company. However, one identified factor i.e. recognition was found to be unrelated to the respondents' intention to leave the company. Concerning the respondents' demographic characteristics result, the age category between 23-29- which is productive experienced intention

to leave the company along with single and male respondents. Respondents with better educational background and less experience have also intended to leave the company which shows a clear turnover problem. The other study conducted on “Assessment of Professional Employees Turnover and Retention Practice in Wegagen Bank S.C” by SelamAdenew 2015, presents the major findings from the analysis of both quantitative and qualitative data and found that perceived better opportunity, salary and benefits packages, job satisfaction and leadership as main factors for the turnover intention of professional employees in WB while, personal factors, and working environment are not a factor for professional employee's turnover intention in the bank.

A study conducted on “Determinants of Turnover in terms of Intention to Leave on NIB Bank S.C” by Tewfik Abdella 2015, founded that the primary element that emerged from questionnaires show that 88% of the factors were caused by an internal factor such as low salary, lack of job satisfaction, poor staff involvement in organization issues, poor management, poor working resources, lack of staff development policy, job stress, lack of promotion, poor participation on decision-making issues, lack of job challenges all these are internal factors. Girma A. et al. (2015) conducted a study on identified Factors Affecting Turnover Intention Among Nurses Working at Governmental Health Care Institutions in East Gojjam, Amhara Region of Ethiopia and identified Family arrangement, procedural justice, organizational commitment, promotion, payment, training opportunity, location of the health institution, lack of transportation and job satisfaction were associated with nurses' turnover intention. Intention to leave or quit is greatly affected by a lack of commitment to the organization, stress, and job-satisfaction (Rizwan M. et al., 2014)

Mulu (2014) conducted a study on factors affecting academic staff turnover intentions and the moderating effect of gender and came with a finding show that the levels of role stress and intention to leave an organization is higher among female academic staff. Stress is an important variable that affects turnover intention (Bashir and Durrani 2014). Shah (2010) presented these factors as personal, pull, and push factors. Personal factors and Pull factors significantly affect the turnover intentions of employees. Personal factors (difficulty in teaching, health problem, children's education facilities, Unrealistic expectation for the organization, away from their family, and enjoy changing jobs) significantly affect the turnover intentions of employees.

Among the pull factor, the most significant reason in the pull factor significantly affects the turnover intention of universities compels employees to quit a job is more research and funding facilities of other universities. By considering different findings of different researches the researchers focus on the salary, organizational commitment, job stress, job satisfaction, organizational environment, and benefits to see their effect on the turn over the intention of employees.

Among the locally made studies, Kumar (2011) has conducted a study to identify the causes of turnover of employees in Arba Minch Textile Company, Ethiopia. His study focuses on gender, age, experience, and departmental analysis to find out the factors that induce employees for turnover. Kumar considered a sample of 138 employees for the study. The study showed that the turnover of employees is mainly due to the low salary. Besides, Kumar's study indicated that lack of good relationship between superior and subordinate, training, recognition of job, evaluation of job performance, proper direction, promotion, and participation in decision-making. These factors have affected the satisfaction, similar to the findings of Khan and Aleem (2014), which resulted in the lack of commitment of the employees. This led the way for increased turnover in the organization as concluded by Kumar. By considering different findings of different researches the researchers focus on the reward system job satisfaction, working condition, and environment and work-family conflict to see their effect on the turn over the intention of employees.

2.4. Related Theories

2.4.1. Motivation theory

This study will guide by Motivation theory. This theory examines the process of motivation. It explains why people at work behave in the way they do in terms of their efforts and the directions they are taking. It describes what organizations can do to encourage people to apply their efforts and abilities in ways that will further the achievement of the organization's goals as well as satisfying their own needs. It is also concerned with job satisfaction the factors that create it and its impact on performance. In understanding and applying motivation theory, the aim is to obtain added value through people in the sense that the value of their output exceeds the cost of generating it. This can be achieved through discretionary effort. In most if not all roles there is

scope for individuals to decide how much effort they want to exert. They can do just enough to get away with it, or they can throw themselves into their work and deliver added value. Discretionary effort can be a key component in organizational performance (Armstrong, 2010).

There are two types of motivation as originally identified which are: Intrinsic motivation:– the self-generated factors that influence people to behave in a particular way or to move in a particular direction. These factors include responsibility (feeling that the work is important and having control over one's resources), autonomy (freedom to act), scope to use and develop skills and abilities, interesting and challenging work, and opportunities for advancement. Extrinsic motivation: – what is done to or for people to motivate them. This includes rewards, such as increased pay, praise, or promotion, and punishments, such as disciplinary action, withholding pay, or criticism (Armstrong, 2010).

2.4.2. Equity theory

The equity theory posits that employees seek to maintain equity between the input that they bring into a job (e.g. education, time, experience, commitment, effort) and the outcome they receive from it (e.g. promotion, recognition, increased pay) against the perceived inputs and outcomes of other employees. Equity theory proposes that individuals who perceive themselves as either under-rewarded or over rewarded will experience distress and that this leads to efforts to restore equity within the organization. (Hellriegel et.al, 2008) argue that they may behave in ways that harm the organization. For example, they may quit, and when high performers leave the organization, the company loses its productive talent and the capacity to gain a competitive advantage. If dissatisfied employees stay, they may react by withholding effort to restrict output or lower quality or embark on deliberate sabotage of equipment. This may also put the organization at a competitive disadvantage.

An under-rewarded employee tends to show feelings of hostility to the organization and perhaps their co-employees which may lead to reduced productivity and this may impair the overall performance of the organization especially when high performing employees are involved. The equity theory of motivation suggests that people are influenced in their behavior by the relative rewards they either get or are going to receive. The theory is based on the assumption that people

are most likely to be motivated by the way they are equitably treated at work. People tend to compare for example the pay they get with what others are paid for the same effort and situation so that if they are treated unfairly, they will consider themselves as victims of inequity (Robbins, 1997).

2.5. Conceptual Framework of the Study

Based on the overall review of related literature and empirical studies, the researcher developed the following conceptual framework for the study to answer the research question and find out relationships between the variables. The conceptual frameworks for the study taken employee turnover intention as a dependant variable and, reward system, working conditions, job satisfaction, and work-family conflict are taken as an independent variable. The dependent variable, employee turnover intention, can be explained by the independent variables; reward system working conditions, job satisfaction, and work-family conflict and this leads to turnover intention. The above mentioned independent variables negatively impact turnover intention, the dependant variable. They can be seen as avoidable variables.

INDEPENDENT VARIABLES

DEPENDENT VARIABLES

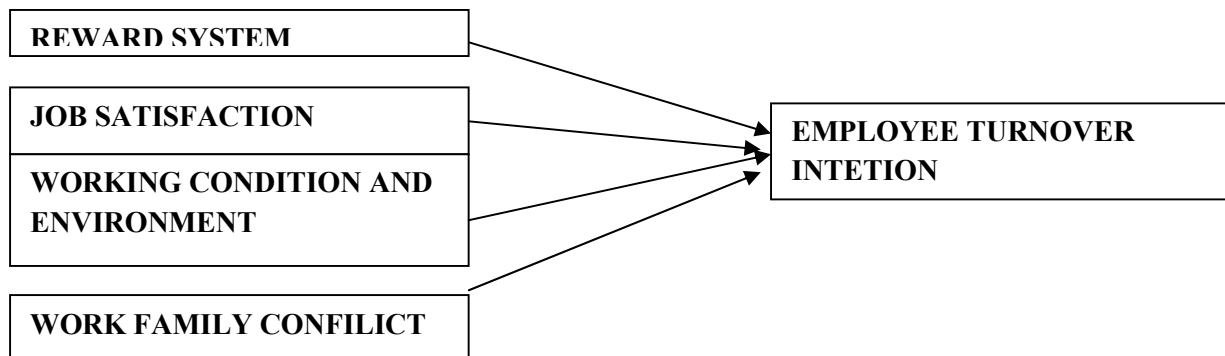


Figure 2.1: Conceptual framework of study (own construct)

CHAPTER THREE RESEARCH METHODOLOGY

This chapter provides a research methodology through which the objective of the inquiry was achieved. Accordingly, this sections presents the research design, describes the study site, study population, research approaches, sample and sampling procedures, sample size and selection, source and types of data, methods, and instruments of data, data quality control (validity reliability), and methods of data analysis. Ethical issues and variables measurements of the research are also described.

3.1. Description of the Study Organization

Mizan -Tepi University (MTU) is one of the thirteen-second generation universities in Ethiopia which is found in the south Nation, Nationalities, and Peoples regional states. It is located in the southwest part of Ethiopia with about 611 km away from Addis Ababa and has initially two campuses namely Mizan and Tepi. The main campus is situated in Mizan –Amen Town which is the seat of the Bench magi zone and the Tepi campus is located at 52 km distance from Mizan intrepid town. (MTU Official statistical facts and figures reports, 2016).

The university started teaching and learning in 1998 E.C with the aim of the accessing education to people around it in particular and Ethiopian citizens, in general, the Mission is to contribute substantially to the development of the nation by reserving and utilizing natural resources and cultural values through provision of relevant and quality education, active participation in research, and community services. In 1998 E.C, the university began teaching and learning duties with the building Mizan agriculture technical and vocational, education and training college (ATVET) by admitting 215 regular students in the facility of education at Mizan campus (MTUSF,2016)

From its establishment, the university has shown a significant change in students' enrolment in regular, continuing, and summer programs a total of six colleges and 2 schools on both campuses. Four colleges namely agriculture and natural resource, business and economics, Health science, Social science and Humanities and school of low found in the Mizancampus and while the resets college of engineering and technology, college of natural and computational sciences, school of computing and informatics are found in Tepi campus. As per the preliminary

investigation made by the university HRM, department shows that there is a substantially high problem of employee turnover and most experienced and professional employees are leaving. This in turn leads all the year the university to passed in the process of recruitment, selection, and placement of employees.

Table 3.1: Trend of the Turnover rate of employees at MTU in six years.

Year in G.C	Total no of employees at the University	No. of employees left the university	Percentage
2014	2109	111	5.26%
2015	2316	249	10.75%
2016	2570	293	11.4%
2017	2810	338	12.02%
2018	3002	394	13.12%
2019	3218	448	13.92%
Six-year average turnover data			11.1%

Source: Mizan-Tepi University HRM & Development Directorate, Report 2014 -2019 B.C.

Within the last six years, consecutive years of data 2014 up to 2019 employee turnover rate has been increasing from 5.2% to 13.9 %. According to MTU Human Resource Management (HRM) data from 2014-2019 the annual average employee turnover rate to be 11.1 %. This is a frequent employee turnover rate that is costing the university in terms of delay in quality service delivery, money, and time on recruiting, hiring, and training for newcomers. According to Aman (2015), frequent turnover of employees could cost the organization in terms of productivity (performance), money, and time. Therefore, by focusing on these factors for turnover and taking corrective measures one can proactively avert or reduce employee turnover rate (Bax and lebbberk, 2004).

However, much attention is no given to the issue, and attempts were not carried out by the university to identify the root cause of the problem. The fact that there is no investigation conducted in MTU, on the effects of organizational climate factor on employee turnover intention. This was taken as a sound rationale for conducting the university. So, this study

intended to investigate the effect of organizational climate factors on employee turnover intention to suggest possible recommendations that help MTU to reduce and solve the problem arising from employee turnover.

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). It was the conceptual structure within which research is conducted. The function of the research design is to provide the collection of relevant evidence with minimal expenditure of effort, time, and money (Kothari, 2004). Descriptive research has been utilized in terms of its purpose as it describes a phenomenon through identifying and obtaining information on the characteristics of a particular issue.

This study employed a cross-sectional study design with an exploratory and descriptive design to address all issues in the research under discussion. This design was appropriate since it facilitated the gathering of reliable data describing the true characteristics of the effect of organizational climate factors on employee turnover intention. According to (Kothari, 2004), the major purpose of descriptive research is a description of the state of affairs, as it exists at present. So that, the descriptive survey research design was used to identify the factors of employee turnover intention, for it allows the researcher to explore a wider range of factors and enables them to answer the basic questions specified in the problem statement. While the explanatory research method was used to explain the causes and the effect of employee turnover intention in a given organization.

3.3. Research Approach

A mixed research approach; it embraces both qualitative and quantitative approaches was also employed. The study was mainly employed quantitative approaches and complemented by qualitative data. A mixed approach involves collecting and analyzing diverse types of data to comprehensively understand a research problem (Creswell, 2009). Both qualitative and quantitative approaches have their strengths and weaknesses, and advantages and disadvantages, 'neither one is markedly superior to the other in all respects. The mixed approach mediates

between the limitations with the representativeness of the sample of the qualitative approach and the reductionist nature of the quantitative approach. In this study, a quantitative approach was used to determine whether the hypothesized variables have a relationship with employee turnover intention. Therefore, key informant interview of qualitative approach that was used with interview checklists.

3.4. Source Population/ Study Population

The source of the population for this study is all permanent employees who are currently working at Mizan Tepi University. Employees that are not completed their probation period were excluded from the study. According to the Mizan Tepi University human resource management, data (2019), the university does 3194 employees are working in three management categories organization. From this total number of population, 915 employees belong academic department, 2177 employees belong to the administrative branch and the remaining 102 employees belong to the technical and supporting branch. The study population is employees selected from these three departments of the university.

3.5. Sampling Design

A combination of different sampling procedures was used to select the samples to successfully meet the objectives of the study. Both probability and non-probability sampling techniques were applied for this study.

3.5.1. Sampling technique and sampling size

Stratified random sampling techniques were employed to select employees. Employees are stratified based departments of the university and random sampling is used to select respondents from each department. This method was adopted to ensure that the right employee is indeed sampled (i.e, to obtain a greater degree of representation) to address the question of interest and to give an equal chance of employee participation in the study and also to decrease sampling error.

Mizan-Tepi University has organized under three departments. The first group consisted of administrative bodies the second group comprised the academic bodies and the third clustered

were technical and supporting staff. To determine the sample size of the study data on the total number of employees in the respective three management categories is obtained from the MTU Human resource department. As per the information obtained a total number of 3194 employees found in the university. Out of this, 915 employees belong to the academic department, 2177 employees of the administrative branch, and 102 employees belonging to the technical support department.

Open Epi software Version 7 sample size calculator with a 95% confidence level for social sciences and a margin error of 5% was used to determine the sample size. The study assumes that the margin of error 5% and confidence level or error free of 95%. Therefore, out of the total population (3194), the selected sample size was 228 employees who participated in this particular study. Finally, the sample size was selected based on a proportion basis (proportion-to-size method). Accordingly, $[(915/3194) \times 228] = 65$ from academic bodies $[(2177/3194) \times 228] = 156$ administrative staff, and $[(102/3194) \times 228] = 7$ technical and supportive bodies

Table 3.2: Proportion of selected employees in three departments

NO	Division	No. of employee	Sample was taken
1.	Academic staff	915	65
2.	Administrative staffs	2177	156
3.	Technical supportive staff	102	7
	Total	3194	228

Sample Size Determination

Strata sample sizes for this study were determined based on (proportion-to-size method) or sample size for estimation of proportion for a finite population where $N =$ total population (3194), Where $n =$ is the minimum required sample size $D =$ Design effect; $P =$ confidence level at 95%, $M =$ margin of error at 5%. Formula $n_h = N_h \cdot n / N$, where $n_h =$ sample size for stratum h , $N_h =$ is population size for stratum, $N =$ total population size, n total sample size.

Non-probability (purposive sampling) was employed to selected informants. Therefore through this method, the MTU HRMD Directorate director, 1and supportive directorate director were purposively sampled. These officials were selected purposively because they have better knowledge and experience on the causes of employee turnover and was provide useful evidence problems of the study.

3.6. Data Sources and Types

Both quantitative and qualitative data types were collected from primary and secondary data sources to obtain the necessary information for the study. The primary data were collected from the sample of employees and key informants treated through survey questionnaires and interviews. The secondary source of information was gathered to supplement the primary sources of information. Regarding the collection of secondary data, the researcher referred different books, journals, articles, web sites, reports, and documents of MTU human resource documents, internet, and other researches with similar or related topics conducted before that are relevant to the study.

3.7. Methods of Data Collection and Instruments

This study utilized both quantitative and qualitative methods of data collection and analysis to obtain the strengths of both methods and to address their weakness by using strengths from each other. In this study to enhance the validity of the findings survey method using a questionnaire was used to collect quantitative data from sampled employees and, key informant interviews were used to generated qualitative data...

3.7.1 Survey questionnaire

A self-administered structured questionnaire was designed to collect quantitative data from the sample of employees within a short time. 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. The questionnaire was first prepared in English and later translated into the Amharic language so that the respondents can easily understand the questions. To observe the overall relevance of the instrumentation the questionnaire was pre-tested on three employees that were not included in final data collection.

The questionnaire was organized into three main areas of investigation. The first section of the survey deals with personal and demographic information from the sample. This section contained six items regarding gender, age, marital status, education level, year of service, and job position level. The second section includes variables that are important in the current study and are prepared to ask respondents to answer on the causes of turnover intention.

Questions in this section are assessed by using a 1-5 Likert-scale. Each question of the Questionnaire is assigned a number 1- indicating strongly disagree, 2-indicating disagree, 3- indicating neutral, 4- indicating agree, and 5- indicating strongly agree. This section consists of 47 questions for current employees of MTU to assess employee turnover intention in 5 variable dimensions. These variable dimensions are 1. Reward system 2. Job satisfaction 3. working condition and environment, 4. Work-family conflict 5. Employees' intention to leave. The third section of the survey contains items to determine the factor that predict employees' intent to leave the university.

3.7.2. Key informant interviews

Unstructured interviews were conducted to collect data from purposively selected key informants. Accordingly, MTU HRM directors, 1 College management directorate, 1 technical and supportive directorate director, were interviewed. The key informants provided reliable in-depth information essential to triangulate data obtained from the survey. The interview was conducted at convenient places chosen by the Key informants using a checklist of open-ended questions (Appendix II). The theme of the interview involves the trend of employee turnover and intention, causes that influence employees turnover intention, level of turnover intention, and factors that predict employee turnover intention in the university. Interviews enabled the key informants to express themselves and provide in-depth data and make clarifications where ever necessary.

3.8. Validity and Reliability

3.8.1. Validity

Validity is defined as the accuracy and meaningfulness of the inferences which are based on the research results. It is the degree to which results obtained from the analysis of the data represent

the phenomena under the study (Saunders et al. 2009). Validity is the strength of our conclusions, inferences, or propositions. It involves the degree to which you are measuring what you are supposed to, more simply, the accuracy of your measurement. To check the validity of the questionnaire the researcher examined or tested it by consulting subject matter experts in the area like research advisor to check the content and face validity as well as collecting feedback from the selected sample respondents to incorporate it into the questionnaire.

3.8.2. Reliability

Reliability is the degree to which the measure of a construct is consistent or dependable (Vogt 2007). Reliability has to do with the accuracy and precision of a measurement procedure. Reliability is essentially about consistency. That is if we measure something many times and the result is always the same, then we can say that our measurement is reliable. The questionnaire design of this study was based on previous literature and theoretical modifications. Proper detection was made by advisors to minimize the bias that prevails in the construction of the instrument. According to Zikmund, Babin, Carr, and Griffin (2010), the standard coefficient alpha (α) is stated as 0.80 to 0.95, very good reliability, 0.70 to 0.80, good reliability, 0.60 to 0.70, fair reliability and, <0.60 as poor reliability. In this study, all the independent variables and dependent variable turnover met the above requirement. The alpha value for each question is identified and summarized in Table-3.2. as shown below.

Table 3.3: Reliability Statistics

Section	No. of Items	Alpha Value
Factors of the reward system	9	0.988
Job satisfaction	12	0.981
Factors of working conditions	10	0.967
Factors work-family conflict	5	0.976

Source: SPSS reliability test

3.9. Method of Data Analysis

Data analysis entails the examination of what has been collected in a survey and making deductions and inferences. Both quantitative and qualitative method of data analysis was employed from research objectives. Quantitative data was analyzed through the aid of the Statistical Package for Social Sciences (SPSS) version run data. After data collection and editing and coding were completed, it was entered into the SPSS version for analysis. Based on the objectives of the study, both descriptive and inferential statistics were applied.

Descriptive statistics such as frequency distribution, mean, and the percentage was computed to describe the demographic characteristics of the respondent in the aspect of age, gender, marital status, years of experience, current position, and qualification. Cross tabulation was also computed to inspect patterns of association between categories of independent with the categories of the dependent variable. As inferential statistics, the Chi-square test is used to see the association of dependent and independent variables, and results are expressed using the p-value ($p < 0.05$). Lastly, binary logistic regression was computed to examine the prediction power of each independent variable on the dependent variable (turnover intention). In this study, employees turnover intention is dependent variables, that had two categories have the intention and have no intention. For qualitative data that was gathered through key informant interviews, was described verbally. Qualitative data results were triangulated with survey results to address the general objective in detail. The analysis was displayed by using tables and recommendation was forwarded.

3.10. Variables and Measurement

Based on the literature and the aim of the research, the following variables are used for this study: Background of the Respondent: such as sex, age, marital status, level of education, and years of experience. The multiple-Choice question was used to get data. The nominal scale is used for measurement.

Dependent variables

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

Independent variables

The independent variables are the factors that can be varied or manipulated in the study and the variables that will have hypothesized to influence the dependent variable. This was measured by A five-point Likert scale ranging from 1 (strongly agree with the statement) to 5 (strongly disagree) for each of the statements. It comprises statements and questions designed to examine the responses on how strongly subjects agree or disagree with it. Reward system, job satisfaction working condition, work-family conflict are identified as independent variables, and turnover intention as dependent variables.

3.11. Ethical Considerations

While conducting the study, ethical issues were mainly considered. Thus the researcher has obtained ethical clearance from all concerned authorities at each level namely from Jimma University Board of Postgraduate Studies, and also from the university administrative bodies before the study to go on. Before the data collection process all the necessary information about the study like who is conducting the study and for what purpose is the study conducted and other necessary information that respondents like to know was provided to all respondent so that it will help them to decide whether to participate or not in this study. They notified that their participation in the study is voluntary and they have the freedom to withdraw from the study at any time without any unfavorable consequences, and they are not harmed as a result of their participation or non-participation in the study. It was also made clear that they could refuse to answer any questions and terminate it whenever they desire and fill to do so. Confidentiality of information was ensured by removing personal identifiers from the survey questionnaires. Respondents thus are protected against any possible adverse repercussions from participating in the study.

CHAPTER-FOUR

4. DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

Chapter introduction

This chapter presents data analysis and discussion of the research findings. The data analysis was made with the help of the Statistical Package for Social Science (SPSS). The chapter starts with describing, the demographic profile of respondents presented by frequency and percentage. It then presents the descriptive analysis and interpretation of the factors followed by factor analysis to test the significance of the independent variables with the dependent variable, turnover intention.

4.1. Socio-Demographic Characteristics of Respondents

The demographic profile of the respondents was presented and summarized in this subsection. Gender, age, marital status, educational level, year of service, and work area of the respondents is presented. Descriptive statistics were performed on the demographic variables as a means of describing the respondents. A total of 252 questionnaires were circulated, however, 228 completed and properly returned, out of which 23 questionnaires were unfilled thus making the response rate 90.57%. Therefore, 228 useable questionnaires were considered for the study. As shown in the above table 140 (61.6%) of respondents participated in this study were male employees, while 88 (38.4%) of respondents were female. From this one can conclude that MTU was dominated by male employees.

Regarding the age of age distribution, most of the respondents 136 (59.8%) were found between the ages 31-40 years old, while, 62 (27.1%) of respondents were between the ages ranges of 20-30 years old. Whereas 18(7.9%) of respondents were between the ages of 41- 50 years old and only, 12(5.2%) of respondents were ages 51 and above years old. These imply that the majority of the employees are active, energetic, and productive groups which are good if the university can properly utilize this productive workforce group.

Table 4.1: Socio-Demographic characteristics of respondents

Characteristics		Frequency (N=228)	Percentage (%)
Sex of respondent	Male	140	61.6
	Female	88	38.4
Age of respondents	20-30 years	62	27.1
	31-40 years	136	59.8
	41-50 years	18	7.9
	51 and above	12	5.2
Marital status of Respondents	Married,	156	68.6
	Single	46	20.1
	Divorced	15	6.6
	Widowed	11	4.8
Educational background of Respondent	Diploma or certificate	25	10.9
	First Degree	145	63.8
	Masters	54	23.6
	PhD	4	1.7
Years of service of Respondents	1-3 years	136	59.8
	4-6 years	71	31
	7-9 years	17	7.4
	10 years & above	4	1.7
The work area of the Respondents	Administrative	156	67.8
	Academic staff	65	28.4
	Technical or Supportive staff	7	3.9

Source: Computed from data survey, 2020

Concerning their marital status, the majority of 156 (68.8%) of the respondent were married, while 23(10.7%) of the sample employees were single (never married). On the other hand, 15(6.6percent) of the respondents were divorced, and 14 (4.8 percent) of sampled employees were widowed. As illustrated from table 4.1 above, the majority of the respondents, 146 (63.8%) are first-degree holders, 54 (23.3%) of the sampled respondents master's Degree holder while 25(10.9%) of the respondents had a diploma or certificate holder.

The number of respondents gently decreases with an increase in educational level. Only 4 (1.7%) of the respondents have a Ph.D. degree. This shows that the majority of employees working in the university are well educated, professionals, and very competitive to get another job opportunity in another organization. The educated employees have a good level of perception of an event before making a decision so they are likely to be linked to turnover.

Concerning the length of service (tenure year) of the respondents within a university, the table above shows that the majority of the respondents, 136(59.8%) were serving the university between 1-3 years, while 71(31%) of the employees have been working for 4–6years. About, 17 (7.4%) of the respondents have 7–9 years of service in the university. The number of employees spent more than 10 years and above represent constitute only 4(1.7%) of the sample respondent. In this regard, one can simply understand that the majority of employees are new and less experienced. This implies that the university is dominated by employees who have been working between 1-3 years less than five years and have a few years of experience. About the work area of the respondent: the study selected employees from the all work department (administrative, academic, and technical staff). The findings of descriptive statistics of the research indicate that 146(63.8%) of respondents were work in the administrative department and 65(28.4%) of sample employees work in the academic area and the remaining 18 (7.9%) of employees working in technical or supportive departments.

4.2.Descriptive Analysis FactorsInfluencing Employees Turnover Intention

The previous subsection presented the general socio-demographic background of the respondents. This subsection presents the result of descriptive statistics calculated based on variables included in the factors influencing employee turnover intention questionnaires. As

stated in chapter three-Likert scale was used to measure factors influencing employee turnover intention. Five-point scales were used to measure the level of agreement to each factor. The analysis determines the level of agreement of respondents by indicating whether they feel strongly agree, agree, agree somewhat, disagree, and strongly disagree with each statement. Several factors result in the employee's turnover intention. This study mainly focuses on reward/recognition, job satisfaction, working conditions, and work-family conflict.

4.2.1. Reward system and employee turnover intention

The reward is something that an organization gives to the employee so that the employees become motivated for future positive behavior (Ongori, 2008). In a corporate environment, rewards can take several forms. It includes cash bonuses, recognition awards, free merchandise, and free trips. It is important to note that the rewards have a lasting impression on the employee and it will continue to substantiate the employee's perception that they are valued (Johnson, 2004). This first dimension represents the reward/recognition of the employees of MTU. The agreement from the participants regarding reward/recognition statements is shown in Table (4.2).

Table 4.2 shows a total of 164 (more than 71.6%) of the respondents responded positively about the increment of payment, depends on their performance while 47 (20.5%) of the respondents responded negatively and the rest 18(7.9%) are neutral. On the other hand, a total of 167 (70%) of employees responded positively regarding the university a few pay raises and 41 (17.9%) of the respondents responded negatively and the remaining 21(9.2%) respondents are neutral about the issue under study. From the sample, most of the respondents, 172 (more than 75.2%) responded negatively about the prospect of promotions and clarity on the procedures in the university while 45 (19.6%) of the respondents responded positively and the remaining 12(5.2%) of the respondent are neutral. This indicates that the majority of respondents were not satisfied with the existing promotional opportunities in the university. On the other hand, 107 (46.7%) of the employees responded negatively about the promotion opportunities are equal for all employees while 42 (18.3%) of the respondents responded positively and the remaining 16(7%) of the respondent are neutral.

Table 4.2: Reward/recognition as a reason for employee turnover intention

N o QUESTIONS	Response categories						Total(N=22 8 Fr %				
	Strongly Agree	Agree (A)	Neutral (N)	Disagree (D)	Strongly disagree SD						
	Fr %	Fr%	Fr%	Fr %	Fr%	Fr %					
1 Salary increase depends on my performance	95	41.9	68	29.7	18	7.9	20	8.7	27	11.8	100
2 In the university pay raises are few and far between	75	32.8	92	40.2	21	9.2	23	10.0	18	7.9	100
3 There are promotion opportunities and clarity in procedures for promotions in MTU	14	6.1	31	13.5	12	5.2	127	55.5	45	19.7	100
4 There is promotion opportunity the consideration is equal for other employees	8	3.5	34	14.8	16	7	107	46.7	64	27.9	100
5 I am rewarded with appraisal rates and promotions based on my performance	7	3.1	20	8.7	9	3.9	118	51.5	29	12.7	100
6 My boss/ supervisor always thanks me for a job done	8	3.5	29	12.7	12	5.2	108	47.2	72	31.4	100
7 I receive adequate recognition and rewards for a job well done	9	3.9	26	1.4	6	2.6	91	39.7	97	42.4	100
8 Reward practice does not matches with performance of employees	132	57.6	44	19.2	17	7.4	29	12.7	7	3.1	100
9 Overall, the total reward are not satisfactory and meets my needs	117	51.1	75	32.8	8	3.5	16	7.0	135	7	100

Source: Computed from data survey, 2020

Table 4.2 showed that 193 (more than 84.3%) of the sampled employees responded negatively about rewarded with better appraisals and grade promotions based on actual performance but 27 (11.8%) of the respondents responded positively or happy with the appraisal and promotions they get and 9 (3.9%) of the respondents are neutral. From this data, it is observable fact that the university is not giving equal promotion opportunities and the appraisal is not based on employee

performance and career growth of professionals. The result of the interview question also indicates the general implementation of recognition and appreciation program in the university only once in a year, according to the interviewee opinion, the criteria for the selection of highly achievable employees is not good. It may happen due to poor handling systems of employees' performance records. The university has to take an assignment to clear the issues about promotion procedures to its employees and transparency has to be shown during promotion and performance appraisal.

For the question of appreciation, 37 (16.7%) of the employees responded positively about their boss always thank for the job well done. while, 180 (78.6%) respondents responded negatively and the remaining 12 (5.7%) are neutral. In general, the majority of employees are not happy with the recognition given by their supervisors or boss when they perform well. This shows that they were no appreciation at work so the university should have to work on it. About 188 (82.1%) of the respondent responded negatively regarding their achievement of adequate recognition and rewards for a job well-done from management while 6 (2.6%) of the respondents are neutral and the remaining 36 (15.3%) of the employees responded positively or happy with their recognition and rewards they get.

On the other hand, most of the respondents 175 (76.8%) responded positively about the rewarding practice that does not match with the performance of employees but 36 (16.0%) of the respondents responded negatively and 17 (7.4%) are neutral. Moreover, 192 (83.9 %) of the respondents responded positively regarding the overall university reward is not satisfactory and meets employee needs, while 29 (12.7%) of the respondents responded negatively and the remaining 8 (3.5%) are neutral.

The finding indicates that the majority of the respondents are not happy about the recognition/reward they got from the work. The results show that most of the employees of the university did not feel that the promotion procedures they have been given a fair and the persons who do well on the job get a lower chance of promotion. Besides, the study finds that there is a lack of recognition for the accomplishment of work, little opportunities for promotion and development, or career advancement. Recognition is one of the most powerful methods of rewarding people. Employees need to know not only how well they achieved their objectives or

carried out their work, but also that their achievements are appreciated. According to Greenberg and Baron,(2000) recognition as „motivating factors“ which serves as a potential for „satisfiers“ that lead to job satisfaction. So that the university should keep on recognizing employees for their accomplishment of work.

4.2.2. Job satisfaction and employee turnover intention

Job satisfaction has been identified as a key variable in predicting turnover intention. Employees are likely to leave their organization if they are dissatisfied with their work. Aydogdu and Asikgil (2011) mentioned that job satisfaction affects staying in or leaving the organization. Employees who are not satisfied with their jobs will experience negative attitudes towards their jobs and positive attitudes towards the intention to quit the job. Dissatisfaction with one’s job may result in higher employee turnover (Han and Jekel, 2011).

Table 4.3 indicates that 137(59.8%) of respondents responded positively regarding their satisfaction with their job unlike the 71 (31.0%) responded negatively or are not satisfied and the remaining 21 (9.2%) that are neutral. This shows that the majority of respondents are satisfied with their current job. From this data, it is possible to conclude that majority of employees of the MTU are satisfied with their job. Regarding their job placement, 117(56.2%) of the respondents responded positively about their job placement based on their skill, experience, and qualifications but 80 (34.9%) of the respondents responded negatively or not happy with their job placement, and 32 (3.9%) who are neutral about the issue.

On the other hand, 111 (48.4%) of the employees responded positively concerning the nature of their job unlike 96(42%) responded negatively and the remaining 22(9.6%) are neutral. This implies that the majority of employees of the university under study are happy by the nature of their job. On the contrary, 133(60%) of the respondents responded positively about the stress at work and acknowledge that work is enough to finish their job while 78 34.1% responded negatively and 18(7.9%) of the respondents neutral.

Table 4.3 depicts, that 142 (62.0%) of the employees responded positively about their current workload reasonability and soundness while 69 (30.1%) respondents responded negatively or

disagreed and the remaining 18(7.9%) are neutral The result indicates the workload is satisfactory and reasonable for most employees working in a university.

Table 4.3: Job satisfaction as a reason for employees turnover intention

S/ n	Factors	Response categories										Total (N=228)
		Strongly Agree(SA)		Agree (A)		Neutral (N)		Disagree (D)		Strongly disagree SD		
		Fr	%	Fr%	Fr%	Fr	%	Fr	%	Fr	%	
1	I am satisfied with my job.	24	10.5	113	49.3	21	9.2	22	9.2	50	21.8	100
2.	I am happy with my job placement according to my skill, experience,qualification	9	3.9	108	47.2	32	14	58	25.3	22	9.6	100
3.	I am happy with the nature of my job/work	12	5.2	99	43.2	22	9.6	53	23.1	43	18.8	100
4.	I am not stressed at work as I have enough time to get everything done on my job	39	17.0	94	41.0	18	7.9	62	27.1	16	7	100
5.	I feel that the amount of workload is reasonable and sound	18	7.9	124	54.1	18	7.9	64	27.9	5	2.2	100
6.	My job is enjoyable.	15	6.6	61	26.6	11	4.8	91	39.7	51	22.3	100
7.	There are little opportunities for development and promotion on my job	45	19.7	94	41.0	19	8.3	51	22.3	20	8.7	100
8	I am satisfied with my pay	12	5.2	65	28.4	6	2.6	118	51.5	28	12.2	100
9	The salary I receive is relevant to the work that I do.	11	4.8	30	13.7	17	7.4	132	57.6	39	17.	100
10	My salary can be sufficient to pay my living expenses	19	8.3	59	25.8	15	6.6	101	44.1	35	15.3	100
11	The benefits we receive are as good as those offered by most other institutions	15	6.6	19	8.3	30	13.1	122	53.3	43	18.8	100
12	The benefits package we have is equitable.	26	11.4	70	30.6	22	9.6	94	40.0	17	7.4	100

Source: Computed from data survey, 2020

On the other hand, 76 (32.2%)of employees responded positively about the enjoyable of their job while the majority of employees 142(62%) responded negatively or it is not enjoyable and the remaining 11 (4.8%) are neutral. This implies that most of the employees working at (MTU)

feel their job is not enjoyable. On the contrary, most of the respondents, 139 (60.7%) responded positively about few opportunities for development and promotion on their job while 71 (31%) responded negatively or disagreed with the questions and the remaining 19(8.3%) are neutral. The result shows that the majority of employees feel that development and promotion on their job were little. For the question of salary satisfaction, 146(62.2%) of sampled employees are dissatisfied with their salary they get while, 77 (33.6%) are satisfied with their salary, and 6 (2.6%) of the respondents are neutral. The survey result shows that the majority of employees working in the university are not satisfied with their salary and this implies that the salary system of the university is not satisfactory to employees' needs.

On the other hand, most of the employees 171 (74.6%) responded negatively about the fairness of their salary compared to the amount of work, while 41(18.6%) respondents responded positively or it is fair and the remaining 17 (7.4%) are neutral. On the contrary, 78(34.1%) of the employees responded positively about their payment is sufficient for their living expenses but 136 (59.4%) % responded negatively and 15 (6.8%) are neutral. The response rate shows that the majority of employees felt that the salary they get not enough to cover living expenses. Based on the majority responses, it can understand the current employees' satisfaction is not good regarding pay. About the benefits packages, 34(14.9%) of the respondents responded positively regarding the benefits they received are good most other institutions offer, while the large proportion, 165 (72.1%) responded negatively or not good and 30 (13.1%) are neutral. This indicates the majority of respondents were not satisfied with the benefits they received compared to other institutions. It is possible to conclude that employees of the university have not a good attitude towards the benefits package they get.

On the other hand, 96 (42%) of the employees responded positively regarding the equitability of the benefits package unlike 111 (48.4%)respondents responded negatively and 22 (9.6%) are neutral. It is known that when employees are not happy with the payment and benefits packages and think that salary is not competitive enough with the market according to their experience and qualification, they may decide to leave their job and look for better salary in other institution so the university should have to work on it.

In general, the result indicated that the majority of the sampled respondents', feel satisfied with their job, nature of work, feel that their job is enjoyable and happy with promotion opportunity. Besides, they have happy with their job placement and feel that their workload is fair. In contrast, most of the respondents did not agree with the items in the pay and benefits satisfaction questionnaire. Specifically, they do not feel that they have been given a fair amount for their work, and the benefits they received are not as good as that which most other institutions offer and they are not satisfied with their salary. Besides most of them think that their salaries not enough for expenses and, they do not perceive that the benefit they receive is equal at their university. These results indicate that most of the employees of the university do not feel positive in regards to salary and benefits package. Since MTU is a government institution the payment is less and it also takes to improve or adjust and implement a new better salary and benefits packages scheme.

4.2.3. Working conditions and turnover intention

According to Mano and Shay (2004), unfavorable and poor working conditions are mentioned as a major reason for high turnover intention among employees. The working environment consists of safety to employees, job security, good relations with co-workers, recognition for good performance, motivation for performing well, and participation in the decision making the process of the organization. The above table presents the respondent's agreement regarding the working condition and environment. Table 4.4 indicates that 127 (55.5%) of sampled employees responded positively about the working environment are not satisfactory while 81(34.1%) of the respondents responded negatively or believe it is satisfactory and 24 (10.5%) are neutral. This indicates that the majority of employees are not comfortable with the working environment. It's possible to conclude that the university has a poor work environment which could result in low employee motivation and high turnover. The work environment is very important as it impacts the ability of the individual to take control of their work and the level of stress they experience within the workplace (Warr, 2002). Hence MTU has to make the work environment conducive to reduce employee turnover.

Table 4.4: Working condition and the environment as a factor for turnover intention

S/ n	Factors	Response categories										Total (N=228)
		Strongly Agree(SA)		Agree (A)		Neutral (N)		Disagree (D)		Strongly disagree SD		
		Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	
1.	The work environment is not satisfactory for the employees	26	11.4	101	44.1	24	10.5	67	29.3	14	4.8	100
2	At work, I have the necessary equipment and tools to facilitate doing my job.	35	15.3	59	25.8	15	6.6	101	44.1	19	8.3	100
3.	The university rules and procedures make doing a good job difficult.	15	6.6	68	29.7	32	14.0	108	47.2	6	2.6	100
4.	I can handle tasks at work with my own judgment	32	14.0	37	12.2	24	10.5	123	53.7	13	5.7	100
5.	I am involved in decision making process in MTU	15	6.6	61	26.6	15	6.6	97	42.4	41	17.9	100
6.	I have a good working relationship with my colleagues	24	10.5	52	22.7	37	16.2	86	37.6	30	13.1	100
7.	The goals of this university are not clear to me	34	14.8	93	40.6	19	8.3	54	23.6	29	12.7	100
8.	I face discrimination in the work based on gender, race or on any other basis	17	7.4	112	48.9	20	8.7	67	29.3	13	5.7	100
9.	I feel work assignments are not fully explained	12	5.2	113	49.3	27	11.8	55	24.0	22	9.6	100
10	I am working under inappropriate environment	52	22.7	80	34.9	13	5.7	75	32.8	9	3.9	100

Source: Computed from data survey, 2020

On the other hand, 94 (41.1%) of respondents responded positively about its necessary equipment and tools to facilitate their job, unlike 120(52.4%) of the respondents negatively and the remaining 15 (6.6%) are neutral. It is a clear fact that providing adequate equipment and

supplies increase organizational performance. When the facility is adequately provided, employees can utilize their time properly at work. According to Adugna, (2014), less than the expected level of organizational physical environment switch the employees towards job dissatisfaction or increase the level of employee's turnover rate.

On the contrary, 83 (36.3%) of the respondents responded positively about the difficulty of the university rules and procedures make doing a good job but a large proportion of the respondents 114(49.8%) responded negatively(disagreed) and the remaining 32(14%) are neutral. On the other hand, table 4.4 shows that 67(30.2%) of the respondents responded positively regarding their handle meant tasks at work with judgment, while, the majority of the employees, 136 (59.7%) responded negatively and 24 (10.5%) are neutral. This shows the majority of an employee of the university under study is not handle tasks at work with their judgment.

Regarding involvement in decision making, 76(33.3%) of the employees responded positively about their involvement in decision making on work, but 138 (60.3%) responded negatively or aren't involved in decision making and the remaining 15 (6.6%) are neutral. The result shows that most of the employees in the university are not involved in decision making in their work. Providing opportunities to participate in decisions is a way to give employees a voice in something meaningful. Involvement in decision making increases ownership and commitment, retains your best employees, and fosters an environment in which people choose to be motivated. Therefore the university has to involve employees in decision making thereby it increases their commitment and belongings. On the other hand, tables show that 76 (33.4%) of the respondents responded positively regarding their better working relationship with colleagues while 116(50.7%) respondents responded negatively or don't have a good working relationship with their colleagues and 56(18.4%) of the respondent are neutral. Based on the response rate (excluding the neutrals) it's possible to conclude that majority of employees of the university don't have a good working relationship.

Table 4.4 showed that ,127 (55.4%) of the respondents responded negatively about the clarity of the goals of the university are not clear unlike 83 (36.3%) responded positively or it is clear and the remaining 19 (8.3%) of the respondents are neutral. Notwithstanding those who were neutral with this statement, the response rate shows that the majority of sampled employees believe the

goals of this university is not clear. Based on the response given, it's possible to confirm that employees were not familiar with the goal of the university.

In contrast, 129 (56.3%) of respondents responded positively about the placement of discrimination based on gender, race, or any other basis, while 80 (35%) respondents responded negatively or don't face discrimination and the remaining 20 (8.7%) of respondents were neutral. So from the above survey result, it is possible to conclude that majority of employees are facing discrimination on their job and this will have variable has an impact on employees' turnover intention in MTU. Also, the majority of the respondent, 82 (38.8%) responded negatively regarding work assignments explanation to employees but, majority of employees 125 (54.5%) responded positively and 27 (11.8%) of the respondent was natural. The response rate shows most of the employees, of the university, do not feel that the work assignment was not fully explained. Concerning the working environment, 132 (57.6%) of the respondents responded positively regarding they are working under an inappropriate environment, while 84 (36.7%) respondents responded negatively or believe it is appropriate and the remaining of the respondents 13 (5.7%) are neutral.

From the table, it can be noted that the working environment is not good or conducive for employees. Indeed, most of the respondents believe the working environment is not satisfactory, as they the necessary equipment and tools are not provided at work for them to undertake their job, as well as being unable to use their judgment as they handle tasks at work. Besides most of them think work assignments are not fully explained and they face discrimination based on gender, race, or on any other bases as well as the majority of the respondent feel they are not participating in decision making, so the university should have to work on it. In general, it can be concluded that most of the employees of the university do not have a positive attitude towards working conditions and the environment.

4.2.4. Work-Family Conflict and employees turn over intention

Work-family conflict refers to “a form of inter-role conflict in which the general demands of time devoted to and strain created by the job, interfere with performing family-related responsibilities” (Boamah and Lasching 2016). Many findings have been reported by researchers about the relationship between work-family conflict and employee turnover intention. (Blomme

et al.,2010). These researchers suggested that there is a significant relationship between work-family conflict and turnover intention; in other words, if work-family conflict increases, then an elevated level of turnover intention would follow.

Table 4.5: Work-Family Conflict as a factor for turnover intention

S/ n	Factors	Response categories										Total (N=228)
		Strongly Agree(SA)		Agree (A)		Neutral (N)		Disagree (D)		Strongly disagree SD		
		Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	
1.	My job does not give me enough time for my family or my work makes me too tired to enjoy family life	17	7.4	70	30.6	31	13.5	106	46.3	5	2.2	100
2.	I believe my job interferes with my family issues	6	2.6	108	47.2	32	14.0	68	29.7	15	6.6	100
3.	My work-related duties change the relationship I have with my family	19	8.3	105	45.9	21	9.2	59	25.8	25	10.9	100
4.	Because my job I cannot fulfill family responsibilities	21	9.2	60	26.2	13	5.7	100	43.6	35	15.3	100
5	I leave far from my family because of my work area	69	26.2	-	-	-	-	160	68.8	-	-	100

Source: Computed from data survey, 2020

Table 4.5 indicate that, 87(38%) of sampled employees responded positively about their job does not give them enough time to enjoy family life, while 111(48.5%) employees responded negatively and 31 (13.5%) of the respondents are neutral. On the other hand, 114(49.6%) of the employees responded positively regarding job interfering with family issues, but 83 (36.3%) respondents responded negatively and the remaining 32 (14.0%) of the respondents are neutral. Work-family interference affects employee satisfaction that leads to a turnover. Therefore MTU management should provide adequate support when the employee is addressing family obligations, such as going to a child's football game or being present for a spouse who has a medical issue.

Similarly, the majority of respondents, 124 (54.2%) responded positively about work-related duties changed relationships with family but 84 (36.7%) respondents responded negatively or job-related duties are not changing and the rest of the respondents 21 (9.2%) are neutral. On the other hand, 81 (35.4%) of sampled employees respondents responded positively regarding they cannot fulfill family responsibilities because of the job while the majority of the respondents 135 (58.9%) responded negatively and 13 (5.7%) are neutral. From the total sampled employees, 69 (26.2%) respondents responded positively about leaving far from family due to work, while the majority of the respondent 160 (68.8%) responded negatively or leave with their family.

4.3. Employees Level of Turnover Intention

Intention to turnover may affect the organization in achieving its objectives, which in turn leads to a reduction in the overall level of innovation, quality of customer service, and a negative psychological effect on the employees that remain in the organization (Ayinde and Adegoye, 2012). Table 4.6, depicts; from the total respondents, 172 (75.1%) responded positively about their leaving the university as soon as they find a better job in another organization, but 36 (15.7%) responded negatively or who don't want to leave the university and the remaining 21 (9.2%) was neutral. The result indicates that the majority of employees have the intention to leave the university and there is a high turnover of employees in MTU.

On the other hand, 147 (64.2%) responded positively about actively searching for an alternative job outside of the university but 59 (25.6%) of the respondent responded negatively or are not searching for an alternative job, while 23 (10%) remain neutral. This indicates that most of the respondents intended to look at other job opportunities in other organizations. Based on the respondents' responses, one can conclude that employees are looking for a better job opportunity from outside and decide to leave the university if they get a better opportunity. Similarly, the table displays that, 131 (57.2%) employees responded positively about the seriously thinking of quitting their job while 76 (33.2%) responded negatively or are not seriously thinking and the remaining 22 (9.6%) are neutral.

Table 4.6: The intention of employees to leave or stay with the university

S/ n	Factors	Response categories										Total (N=228)
		Strongly Agree(SA)		Agree (A)		Neutral (N)		Disagree (D)		Strongly disagree SD		
		Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	
1.	As soon as I can find a better job I will leave the university	117	51.1	55	24.0	21	9.2	25	10.9	11	4.8	100
2.	I am actively searching for a job outside of this university	44	19.2	103	45.0	23	10.0	56	24.5	3	1.3	100
3.	I am seriously thinking of quitting my job.	44	19.2	87	38.0	22	9.6	58	25.3	18	7.9	100
4.	I have intention to resign from university within a shorter time	18	7.9	106	46.3	23	10	56	24.5	26	11.4	100
5.	I may look for a new job next year	42	18.3	91	39.7	17	7.4	63	27.3	16	7.0	100

Source: Computed data survey, 2020

Additionally, 124 (54.2%) of sampled employees responded positively about their intention to resign from university within a short period but 82(35.9%) responded negatively or do not have the intention, and 23 (10%) of respondents remain neutral. Moreover, the results indicated that 133 (58%) respondents responded positively about they may look for a new job next year but, 79 (34%) responded and 17(7.4%) of the respondents remain neutral.

So the overall result indicates that the majority of the respondents have the intention to leave the university as soon as possible and also intended to look at other job opportunities. Besides are most of the respondents are willing to leave the university within a short period if they get other jobs and they often think about quitting their present job. It is an obvious fact that intention is a forerunner before the actual turnover takes place. This study shows a huge number of employee is on the pipeline to leave MTU in one or another reason. So, the university needs to see it carefully so that it will not lose its highly competent and experienced employees.

4.3.1. Main reasons for the turnover intention of employees

There are different determinant factors of employee turnover intention or factors that intend to resign or quit their current job. This part presents the reasons that contribute to the high turnover intention. As the below table 4.7 shows, the majority of sampled employees 175 (76.4%) have the intention to leave the university and the remaining 54 (23.6%) of the respondents claimed that they have no intention to leave the university.

Table 4.7: Proportion of employees to leave the university

VARIABLE	Yes		NO		Total
	Freq	%	Freq	%	
Do you have the Intention to leave MTU	175	76.4	54	23.6	228 (100%)

Source: Computed data survey, 2020

As shown in the table, 4.8 the majority of the respondents were intended to quit a present job or university i.e. 74 (42.3%) claimed that poor working condition in the university is the main reason for turnover intention or determinant factors of employee turnover intention. Subsequent that working condition large figures that cause for the turnover intention are reward and recognition in university also cause the turnover intention for 43(24.6) respondents.

Table 4.8: Reasons for intention among employees who considered leaving MTU

Major Reasons for leaving university		FrequencyN=175	Percentage (%)
Which of the following reasons influence you to leave	Reward & recognition	43	24.6
	Poor working condition	74	42.3
	Job Dissatisfaction	30	17.1
	Work-family conflict	15	8.6
	Poor leadership and communication	13	7.4
	Insufficient salary and incentives	3	1.7

Source: Computed data survey, 2020

Besides working conditions and reward systems, large figures that cause turnover intention are Job Dissatisfaction, work-family conflict, and poor leadership and communication comprising 17.1% 8.6%, and 7.4 % respectively. High employee turnover intention is a risk as it became an actual turnover ultimately. From the descriptive statistics, it is possible to observe that working conditions, reward systems, job dissatisfaction, and work-family conflict are the major factors that influence the turnover intention of employees. So the university has to revise its composition policy if not it would lose its educated and experienced employees.

4.4. Significant factors that predict the turnover intention of employees of the university

Table 4.9 exhibits the summary analysis of factors that affecting turnover intention turnover intention of employees. The study was converted the Likert-scale in to dichotomous agree and disagree by computing the five Likert-scale point into two, by using component mean as a cut of point value 2.5. Thus, value equal or greater than the mean 2.5 cut off point categorized as agreed or a happy and value less than the mean interpreted as disagreed. As indicated in table 4.9 the majority of sampled employees, 136 (59.4%) are not happy with the reward & recognition structure but 93 (40.6%) are happy with reward & recognition systems. On the other hand for question-related to satisfaction with the job, 91 (39.7%) responded were satisfied with their job, while a large proportion of 138 (60.3%) is not satisfied with their job.

Table 4.9: Aggregate results of significant factors that predict the turnover intention

N o	Variables/factors	Response categories				TOTAL (%)
		Agree/Accept		Disagreed/reject		
		FRE	Q %	FREQ	%	
1.	Happy with reward and recognition	93	40.6	136	59.4	100
2.	Job satisfaction	91	39.7	138	60.3	100
3	Happy with working conditions	82	35.8	147	64.2	100
4	Work-Family Conflict	131	57.2	98	42.8	100
5	Have Intention to leave the MTU	175	76.4	54	23.6	100

Source: Computed data survey, 2020

On the other hand, 147 (64.2%) of employees responded they were not happy with the working condition & environment and 82 (35.8%) of them are happy. Concerning the work-family conflict, the majority of sampled employees, 131 (57.2%) agree that their work interferes with a family issue, and 98 (42.8%) disagreed. Finally, they were 175 (76.4%) of sampled employees respond they have the intention to leave the MTU while 54 (23.6%) of the respondents had no intention to leave the university.

4.5. Chi-Square Analysis of Relationship

The study computed, chi-square test to determine the relationship between independent variables (reward & recognition, job satisfaction, working conditions & environment work-family conflict) and the dependent variable i.e. employees' turnover intention. The Chi-square test is important here to test significant levels among categorical variables. From the above table, the chi-square value is significant as the $p < .005$ used to analyze the variables.

Table 4.10: Chi-square result of factors influencing turnover intention

S/ Variables/factors	Turnover intention N/%		x 2	P-value	N= 228
	Have intention (76.4%)	NO intention (23.6%)			
1. Reward & recognition					
Not happy	114(49.6)	22(9.6)	10.188	.001*	136(59.4)
Happy	61(26.6)	32(14.0)			93(40.6)
2. Job satisfaction					
Unsatisfied	112(48.9)	26(11.4)	2.30	0.08	138(60.3)
Satisfied	63(27.5)	28(12.2)			91(39.7)
4 Working conditions & environment					
Not Happy with working condition	130(56.8)	17(7.4)	32.893	.000*	147(64.2)
Happy with environment & condition	45(19.7)	37(16.2)			82(35.8)
5 Work-Family conflict					
In conflict	109 (47.6)	22(9.6)	7.825	.005	131(57.2)
Not conflict	66 (28.8)	32 (14.0)			98(42.8)

Source: Computed data survey, 2020*significant at $P < 0.01$, ** significant at $P < 0.05$

As indicated in table 4.10 ,reward& recognition systems and employees turnover intention have significant associated at ($\chi^2 = 10.188$, N= 229, P = .001). The inference from the above chi-square test reveals that employee turnover intention is highly related to reward & recognition systems and is accepted as a significant factor for turnover intention. A statistically weak-significant association was also absorbed between job satisfaction and employee turnover intention with $\chi^2 = 2.30$, P=.008.) Since job satisfaction, the chi-square P-value is greater than 0.05 and therefore is accepted as not the factor for turnover intention.

Also working conditions &environment is significant associated employees turnover intention at($\chi^2 = 10.188$, N= 229, P = .000). The inference from the above chi-square test reveals that employee turnover intention is highly related to working conditions & the environment. The result supports for hypothesis states that working condition has significantly related to employees turnover intention in university. Moreover results in table 4.10 evidenced that work-family conflict had also significantly associated with employees' turnover intention at Pearson chi-square value($\chi^2 = 7.38$, P =.005) Therefore the study accepted as a significant factor for turnover intention.

4.6. Regression Analysis

4.6.1 Binary Logistic regression factors that predict the turnover intention

In this section binary logistic regression was used to identify which factor was more influential for employee turnover intention in the university. It is used to understand how much each independent variable explains the dependent variable i.e turnover intention. As noted earlier, the dependent variable of the study, turnover intention, is dichotomous(Have intention and No intention). Therefore, the crudes odds ratio at 95% confidence interval and significance value of (p<0.005) are considered to analyze the aggregate results of each factor/variable studied in this research. The table above shows the measurement of goodness of fit of the model.

Table4.11.Hosmer and Lemeshow goodness-of-fit test

Hosmer and Lemeshow Goodness-of-Fit Test			
Step	Chi-square	Df	Sig.
1	6.070	8	.639

The value of the Hosmer and Lemeshow goodness-of-fit statistic for the full model was Chi-square = 6.070 and the corresponding p-value from the chi-square distribution with 8 degrees of freedom is 0.639 which means that it is not statistically significant and therefore the model of the study is quite good. The measurement of goodness of fit of the model shows that the model fits the data well.

Table 4. 12 Model summary

Model R	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	238.035a	.631	.821

Estimation terminated at iteration number 4 because parameter estimates changed by less than .001.

a.Predictors: (Constant), reward system job satisfaction, working conditions &environment, work-family conflict b.Dependent Variable: Turnover Intentions

As indicated in table 4.12. Cox & Snell R-Square for this model is.631. This means that 63.1 % of the variation in the dependent variable (turnover intention) can be explained by the independent variables such as reward system, job satisfaction, working conditions &environment, work-family conflict while the remaining of the variance is explained other by variables not included in the study.TheNagelkerke R Square is indicating a moderately strong relationship of 82.1% between the predictors and the prediction. The regression result shows that the reward system and working conditions & environment are highly related to turnover intention. Additionally, work-family conflict is marginally related to turnover intention. However, job satisfaction employee is not significantly related to turnover intension. This concluded that a reward system and working condition& environment is the major factor influencing employee turnover intention in the university. Therefore the significant explanatory variables which affect the sampled employee turnover intention are discussed below:

Reward & recognition system: was found negatively and significantly associated with employee' turnover intention at (P=0.001, crudes OR (3.011) at 95% C.I). The beta (B) value for this variable indicates that those employees who are not happy with the reward and recognition system more likely to have the intension to leave the university than those employees who are

happy with the reward and promotion system. The odds ratio of this variable was 3.011 and this implied that holding other variables constant employees who are not happy with the reward and recognition system are 3.011 times likely to have the intention to leave MTU when compared to those employees who are happy with the reward and recognition system. This is in agreement with the findings of Tewfik Abdella (2015) which stated that reward and recognition were found to have a significant negative association with turnover intention. This is contrary to the study undertaken by EndalkachewTibebu (2015) which indicates that reward and recognition were found to be unrelated to the employees' intention to leave the organization.

Table 4.13: Binary logistic regression prediction of turnover intention factors

No	Factors determine the turnover intention	Ref.	Intention to leave		Coef.	P-value	CRUDE OR, 95% CI
			MTU Have (76.4%)	N/NO intention (23.6%)			
1.	Reward and recognition						
	Not happy		114(49.6)	22(9.6)			
	Happy	1	61(26.6)	32(14.0)	-1.102	.001*	3.001
2.	Job satisfaction						
	Unsatisfied		112(48.9)	26(11.4)			
	Satisfied	1	63(27.5)	28(12.2)	-0.908	.08***	1.215
3	Working conditions & environment						
	Not Happy with working conditions & environment		130(56.8)	17(7.4)			
	Happy with environment & condition	1	45(19.7)	37(16.2)	-1.994	.000***	6.288
4	Work-Family conflict						
	In conflict		109(47.6)	22(9.6)			
	Not conflict	1	66 (28.8)	32 (14.0)	-0.477	.005**	1.910

*Significant at P<0.01 , ** Significant at P< 0.05

Working condition & environment was found to be significantly associated with' turnover intention of sampled employees at ($p=.000$, crudes OR(6.288) at 95% confidence interval). This the predictor variable that contributes to the large variation of the turnover intention compares to the reward system and work-family conflict. The result of the odds ratio this variable 6.288 indicates that if all other things are held constant, those employees who are not happy with working conditions and environment are 6.288 times likely to have the intention to leave MTU when compared to those who are happy. This concluded that employee working conditions&environment is the major factor influencing employee turnover intention in the university. In other ways, working condition factors prove to be a dominant factor influencing the turnover intention of MTU employees.

The result consistent with the study conducted by SelamAdenew (2015) found that an uncomfortable working environment, as a key antecedent of the turnover intention of professional employees. Also study by Adugna,(2014)found that the working environment was the strongest significant predictor of employee's intention to leave their job. The organizational physical environment switches the employees towards job dissatisfaction or increases the level of employee turnover rate. This is contrary to find which state that employees' intention to leave is not associated with the working environment(Girma et al. 2015).

Work-family conflict experiencing: is found to is negatively and significantly associated with' turnover intention of sampled employees at ($p=.005$, crudes OR(1.910) at 95% confidence interval). The beta (B) value -0.408 indicates that those employees who have experienced higher work-family conflict also have higher turnover intentions. The odds ratio of this variable was 1.910 and this implies that holding other variables constant those employees who are experiencing work-family conflict 1.910 times more turnover intention as compared to those known experienced employees. The results indicate that work-family conflict experiencing had also a weak relationship with employee turnover intention in MTU. The results of this study are in line with the research by Ghayyur, and Jamal (2012), and Haar(2013), which state that turnover intention is often associated with work-family conflicts and that work-family conflict has a positive and significant effect on turnover intention. The emergence of conflict is due to an imbalance in performing the workload and the family role which makes employees feel uncomfortable, and ultimately leads to turnover intention (Haar 2013).

Contrary to expected result job satisfaction:has weak and non-significant influence on' employee turnover intention($p=0.08$, crudes OR (1.215) at 95% of confidence). The result of the odds ratio indicates that employees who are not satisfied with their job1.215 times likely to have the intention to leave the university when compared to those to those employees who are satisfied with their job. But the association is not significant in this study as $p\text{-value} >0.05$. This implies job satisfaction of employees is not a factor for the turnover of employees in this study. This result contrary to the prior study conducted by Mulu (2014) and Bashir (2014) which proved that job satisfaction had a relationship with employee's intention to leave their job. Besidesresearch did by Girma et al. (2015) also found that job satisfaction was the strongest significant predictor of future quits.

4.7. Analysis of the Interview Result

The HR Director of MTU was interviewed about the issue of factors influencing employees' turnover intention in the university. The interview made with the HRM administrator of MTU focuses on the causes of employee turnover intention and is financial and non -financial rewards causes of turnover intention. Working conditions is the causes of employee turnover intention is there relationship job dissatisfaction the causes of turnover intention and method that university to reduce employee turnover and turnover intention.

As per the direct response, the university believes up to 5% turnover rate is normal and acceptable but still, they are very sensitive for key personnel like Vice President, Directors, and Department head even though the turnover rate is below 5%. However, the university is managing the turnover of the key employees by working on succession planning to replace them. Because of which it is investing a huge capital on training and development to equipped successors. This shows the university doesn't focus on the factors influencing employee turnover and it can't manage the factors from their root since replacing couldn't be a solution as turnover incur huge costs for the organization. On the other hand, the university depends on the turnover rate that could be in an acceptable range but still, the number is less because of the large number of recruitments undertaken continuously. The actual data for the past six years, the turnover rate of MTU high, and also the number of employees leaving the university is increasing from year to year.

About the reasons employees are leaving the MTU HR director responded that “they believed different reasons could cause employee turnover and the major could be reward & recognition. Most employees living the university because of the poor reward & recognition practice. Those employees who should get rewarded are not recognized but contrary to those who were not gain promotion. Moreover HR stated employees are not rewarded with better appraisal rates and grades promotion based on actual performance. Besides as per the result of interviewing poor working conditions, job dissatisfaction, work-family conflict, and searching for better income were major reasons for the high employee turnover.

Concerning to employee reward & recognition mechanism of the MTU. According to the view of the HRM administrator, the university does not have any reward system to retain employees so employees leave the university to other competitive institutions provided suitable reward in terms of financial and nonfinancial benefits. Regarding the employee recognition mechanism, the university does not recognize those employees who contributed to the success the organization like appreciation and by giving thank you certificate for the success of the university.

Further, the HR says the procedure of the university has room for subjectivity on promotion and selection. For example, to promote one employee, there are internal exams and interviews. On top of that committee, the recommendation is very important as they are authorized to give some points. This makes the promotion opportunity unfair. Besides the result of the interview indicates the general implementation of recognition and appreciation program in the university only once in a year, according to the interviewee's opinion, the criteria for the selection of highly achievable employees is not good. It may happen due to poor handling systems of employees' performance records. It is clear that a reward system is an important tool that an organization can use to attract, retain, and motivate employees to achieve the desired goal. However, poor practices may lead to high employee turnover.

Regarding the working conditions & environment the university is a job by itself that involves high risk. The HR director responded that the work environment is a combination of various factors like a relationship with supervisors, autonomy in their job, office layout, and the like. However, working conditions and the environment of the university are not conducive for employees and most employees of the university are not happy with that especially equipment

and working materials exist and the relationship between workers and employees is not good. Further HR Director state that the prevailing situation the university system doesn't allow employees to involve in decision making which affects the ownership of the work. Further added the participation of employees in decision making is poor due to these factors the majority of the employees do not feel ownership committed to work under risk and work as a team and group.

Concerning the techniques, the university practiced to overcome or reduce turnover, the HR director and personnel stated that the university did not give much attention to the problem. However, there are some techniques the university practices to motivate and retained employees; i.e. it gives short term and long term training both locally and abroad, provide different kind of educational opportunity and promotion for future career advancement even if the chance is little or rare for employees as a retention mechanism to retain employees and reduce turnover. This shows the techniques the university practiced to retained or motivate employees were poor and the motivation of employees was not given much attention.

From this, it can conclude that the university lacked effective retention strategies for minimizing employees' turnover rates since the reward incentives are given to employees were not adequate, and thus lower the level of employees' motivation and hence lead to the realization of increased cases of employees' turnover rates. In general, the university doesn't focus on the factors influencing employee turnover intention and it can't manage the factors from their root since replacing employees could have a huge cost for the organization.

CHAPTER FIVE

5. SUMMARY, CONCLUSION, AND RECOMMENDATIONS

This chapter deals with the summary of findings, conclusions, and recommendations. Contingent upon the major findings of the study, this chapter also suggests implications for future researchers that are believed to enhance the comprehensive understanding of the theme under investigation.

5.1. Summary of Major Findings and Discussion

This study was conducted to investigate the effect of organizational climate factors on employee turnover intention in Mizan -Tepi University(MTU). Data collected from 228 employees of Mizan-Tepi University through questionnaires and from the key informants through the interview method. The data collected were analyzed using SPSS Version 20. Both descriptive and Inferential statistics were used to analyzed quantitative data. The summaries are presented along with research objectives. Based on the data, analysis, and interpretation made in the previous chapter the major findings are summarized as follows:

The first findings of the study (descriptive analysis) showed that most of the respondents were dissatisfied with the extent of the amount of reward paid, current rewards, and recognition programs offered by the university. As to the reward & recognition factors, the study found that; lack of appreciation and reward for good work or performance, little opportunities for promotion & development, and lack of recognition for the accomplishment of work were the major cause that has an impact on employee's intent to leave the university. The majority of the respondents were dissatisfied with the current working conditions & environment.

Unfavorable working conditions, exclusion of employees from decision making, lack of friendly working environment, or poor relationship with co-workers were the root cause for employee's intent to leave the job or organization. Besides work-family conflict due to life-work imbalance results in employees' dissatisfaction; the other reason for employee turnover intention. However, the job satisfaction of employees is not a factor for employee turnover intention in this study. The majority of the employees of the university are happy with the nature of their work, the

workload, and job placement. Employees' level of intention to turnover was high. Most respondents are seriously thinking of quitting their job.

The second findings of the study using Chi-square test analysis revealed that working conditions & environment and reward systems have a significant association with employees' turnover intention. And statistically weak association was also observed between work-family conflict and employee turnover intention. While the other independent variables job satisfaction has insignificantly associated with turnover intention. The result of binary logistic regression analysis showed that the relative strength of independent variables to make a variation on the dependent variable. So the findings of the study depict that, reward & recognition and working conditions & environment are the major factors that influence employee turnover intention. Therefore, it can be said that the poor reward & recognition system and working conditions are the major factor influencing employee turnover at Mizan- Tepi University.

5.2. Conclusions

Understanding factors that affect turnover intention is important to the university's success as well as for the implementation of effective retention strategies. The main purpose of this study was to investigate the effect of organizational climate factors on employee turnover intention in MTU. Four independent variables are being used in this research which are a reward system, job satisfaction, working conditions, and work-family conflict. With respects to the above summary of findings the following points could be concluded:

Employees are not rewarded well taking in to account their experience, education, and training they have; as a result, universities under study are losing most of their talented employees. Besides universities do not acknowledge their employees for well-done work and when employees accomplish a task they do not get praise or appreciation. Exclusion of employees from decision making, lack of a friendly working environment, and poor relationship with co-workers was the root cause of employee dissatisfaction's about working conditions factors considered in this study.

From the binary logistic regression analysis result; working conditions, & environment, and reward system are the main reason which caused employees turnover intention. The other

independent variables like work-family conflict, have influenced the turnover intention; but its effects on turnover intention is less important. There is a high turnover intention in MTU employees. Intention ultimately leads to actual turnover so I suggest that is advisable for the university if it revises its strategy to control the turnover of the employee as early as possible. The study concluded that employees were pushed to exit door due to relatively, lack of promotion, lack of motivation & encouragement for good work, lack of recognition for work done, and a friendly working environment. Furthermore it is concluded that working conditions and reward systems are predominant factors that predict employee turnover intention. Therefore having a better working condition, & environment, recognition & rewards as well as work relationship can reduce employees' turnover intention.

5.3. Recommendation

Based on the findings and conclusions of the study, the researcher forwarded the following recommendations to the management of the university with the hope that implementation would reduce the problem identified.

- ❖ Reward & recognition were the major factors in MTU for the employee turnover intention. The finding of the study showed employees are dissatisfied with the current rewards and recognition programs offered by the university. It is advisable for the university if it provides appropriate and adequate reward opportunities as well as distinguish each employee's needs and reward them accordingly. Recognize good performance: by recognizing people for doing good work lets them know they are appreciated.
- ❖ Tangible and intangible rewards are a great way to show management appreciation for good performers and it improves morale if done well. Therefore this study advises that the management can recognize once good work through thanking the person by name, sending a handwritten note, publicize their success, reward success as well as effort, give them a free day off. Fair and clear promotion opportunities to all employees should be available to maintain a healthy workforce. The university lacks clarity and fair promotion opportunity a critical cause for employees 'dissatisfaction that result in increased turnover. Therefore, the study suggests it is advisable for the university management if it evaluates the promotion procedure and makes the fair, equal, and consistent promotional package. By doing so, it can

mitigate the level of employee turnover intention and retain them to achieve its set goals, objectives, mission, and vision.

- ❖ Working conditions and the environment has a significant influence on the employee's turnover rate of Mizan- Tepi University. Employees of the university were not comfortable with the external environment. It is clear that any employees prefer to work in an environment that is suitable for them. This is why their reason to quit their job. Making available adequate equipment, supplies and enough support at work increases the good work environment. Therefore, to reduce turnover and retain the good performer employees it is advisable for the university management if it improves the working environment in terms of the development of tools, equipment, that motivate employees. It is better for the university management if it tries as much as possible to towards creating a smooth work relationship with subordinates through providing all required comfort and ease to perform the job to the employees. Besides, the university managements should acknowledge the benefits of employee involvement in decision making to avoid dissatisfaction and retain its employees
- ❖ Work-family conflict is the other factor that will lead employees to turnover. It is known that work-family interference affects employee satisfaction that leads to a turnover. As a consequence, there are incompatible demands between work and family roles. Therefore, it is better for the university management if it provides adequate support when the employee is addressing family obligations, such as going to a child's football game or being present for a spouse who has a medical issue this in turn reduces the employee's turnover.
- ❖ Employees' level turnover intention was found to be very high. Employees were highly attracted and joined other organizations as a result of searching for safe working conditions & more financial and non-financial rewards and benefits, as the result the university should improve these variables to achieve the objective by retaining skilled manpower. It is advisable for the university if it makes additional studies on what other factors affect employees' turnover intention to provide a basis for the development of policies and practices that will help the university to retain its employees.

- ❖ Finally, the recommendation is directed to the HR department. I suggest that it is advisable for the university HR department if it develops employee retention mechanisms especially for the skilled manpower; since they are strategic assets and their knowledge and skills are not be easily replaced.

5.3.1. Implications for future research

The direction of future research on the topic of turnover intention should go to the research context, the research sample, conceptual model expansion, and the research approach. As stated under the delimitation of this study some areas need to be investigated further, which this thesis did not deal with.

- The study only considers few points from the broad and complex organizational climate factors that determine the employees turnover intention through underlying variables namely,(Reward&recognition practices, job satisfaction,workingconditions& environment); and work-family conflict that influences the turnover intention of the employees are being investigated. Hence, the results presented in this study are not inclusive of different factors that affect employees' turnover intention. Therefore future research needs to be done encompassing more variables that could affect employees' turnover intention.
- Therefore, future research needs to explore the effects of additional variables such as organizational commitments and culture, supervision, co-workers, and others that were not measured in the current study, which can also directly or indirectly influence employees' turnover intention.
- In this study working conditions as the dominant factor of employee turnover intention. Therefore further research is recommended to specify the components in the working condition that can contribute to the employees turnover intention and job satisfaction
- Moreover, further research is recommended to conduct a study on turnover intentions using a qualitative approach, to explore more about perceptions of the employee" regarding the causes of turnover intention.

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ANNEX -1: Survey Questionnaires

Dear Sir/Madam

My name is Getachew Abdisa a postgraduate student at Jimma University. This questionnaire is developed to collect data on the topic entitled " The Effects of Organizational Climate Factor on Turnover Intention of Employees in Mizan -Tepi UniversityEmployees' to write a Thesis, in partial fulfillment of the requirement for the Masters of Business Administration. I am kindly requesting you to spare a few minutes of your precious time to fill for me the attached questionnaire as sincerely and truthfully as possible. The information you provide will not be disclosed in names to any other party. Therefore since the questionnaire will be utilized for academic purposes, your cooperation is highly needed to undertake this study. Thank you in advance for sparing your time and giving valuable information.

Thank you for your cooperation!!

Instructions

- ♣ Do not write your name on the questionnaire

- ♣ For Likert scale type statements and multiple-choice questions indicate your answers with a checkmark (√) in the appropriate block.

Part I - SOCIO-DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

Please indicate the following by ticking (✓) on the spaces in front of the response options

1. SEX a) Male b) Female

2. Age: - a) 18-30 Yrs b) 31-40 yrs c) 41 –50 yrs d). 51 yrs and over above

3. Marital status a) married b) single c) divorced d) widowed

4. Education level a) Certificate b). Diploma c) Bachelors d) Masters
 e) PhD f) Others (Specify)

5. How long have you been in Mizan –Tepi University ? a) 1- 3 years b) 4-6 years
c) 7- 10 years d) 11 and above

6. Your area of work a) Administrative b) Academic staff c) Technical or
Supportive staff

**Part II:- QUESTIONS ON TURNOVER INTENTION OF CURRENT EMPLOYEES IN
MIZAN-TEPI UNIVERSITY (MTU)**

The following questions are prepared to get your views regarding the causes of employee turnover intention in Mizan-Tepi University. **For each question below, please Tick (√) at fits your opinion based on the following scale. (SA – Strongly agree A – Agree N= Neutral –D – Disagree SD – Strongly disagree)**

I- Items concerning reward systems and turnover intention of current employees

NO	Reward systems	SA	A	N	D	SD
1.	Salary increase depends on my performance					
2.	In the university pay, raises are few and far between					
3.	There are promotion opportunities and clarity in procedures for promotions in MTU					
4.	There is a promotion opportunity the consideration is equal for other employees					
5.	I am rewarded with appraisal rates and promotions based on my performance					
6.	My boss/ supervisor always thanks me for a job done					
7.	I receive adequate recognition and rewards for a job well done					
8.	Reward practice does not match with the performance of employees					
9.	Overall, the total reward is not satisfactory and meets my needs					

II- Items concerning job satisfaction and turnover intention of current employees

NO	Items	SA	A	N	D	SD
1.	I am satisfied with my job.					
2.	I am happy with my job placement according to my skill, experience, and qualification					
3.	I am happy with the nature of my job/work					
4.	I am not stressed at work as I have enough time to					

	get everything done on my job					
5.	I feel that the amount of workload is reasonable and sound					
6.	My job is enjoyable.					
7.	There are little opportunities for development and promotion on my job					
	I am satisfied with my pay					
8.	The salary I receive is relevant to the work that I do.					
9.	My salary can be sufficient to pay my living expenses					
10	The benefits we receive are as good as those offered by most other institutions					
11	The benefits package we have is equitable.					
12	I am satisfied with my job.					

III- Items concerning working conditions and turnover intention of current employees

NO	Items	SA	A	N	D	SD
1.	The work environment is not satisfactory for the employees					
2.	At work, I have the necessary equipment and tools to facilitate doing my job.					
3.	The university rules and procedures make doing a good job difficult.					
4.	I can handle tasks at work with my own					
5.	judgment					
6.	I am involved in the decision-making process in MTU					
7.	I have a good working relationship with my colleagues					
8.	The goals of this university are not clear to me					
9.	I face discrimination in the work based on gender, race or on any other basis					
10	I feel work assignments are not fully explained					

IV-Work-Family Conflict and employees turnover intention

NO	Items	SA	A	N	D	SD
1.	My job does not give me enough time for my family or my work makes me too tired to enjoy family life					
2.	I believe my job interferes with my family issues					
3.	My work-related duties change the relationship I have with my family					
4.	Because of my job, I cannot fulfill family responsibilities					
5.	I leave far from my family because of my work area					

Part-III: Intention of turnover questions for employees

The following statement relates to your intention to quit from the present organization. Please indicate your level of agreement/disagreement by ticking [] in the box for your exact feeling based on the scale below.

NO	Items	SA	A	N	D	SD
1.	As soon as I can find a better job I will leave the university					
2.	I am actively searching for a job outside of this university					
3.	I am seriously thinking of quitting my job.					
4.	I have the intention to resign from university within a shorter time					
5.	I may look for a new job next year					

6. Do you have the intention to leave MTU

1. Yes, 2. No 3. Indifferent

Part-IV: Main factors that lead you to intend to resign

Please indicate the extent to which you agree or disagree with the Question in Table given below regarding issues related to the main factors that intend you to resign or switch to a new job.

Where SA – Strongly agree on A – Agree N= Neutral –D – Disagree SD – Strongly disagree)

What are the main factors that lead you to intend to resign your job? (Please tick which is more appropriate to you)

NO	Items	SA	A	N	D	SD
1.	Poor Reward and recognition					
2.	Poor working condition					
3.	Job Dissatisfaction					
4.	Work-family conflict					
5.	Poor leadership and communication					
6.	Insufficient salary and incentives					
7.	Seek of better job opportunity					

8. What other possible reasons that will cause you to consider to leave the University? Please, list out them under here:

.....

Thank you for your co-operation.

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Annex II: Interview Questionnaires

Interview questions with the HRM directors and officials.

The purpose of the interview is intended to gather data regarding the effect of organizational climate factors on turnover intention of employees at Mizan -Tepi University. The information which you give as per the interview is very valuable for achieving the objective of the study. All data obtained through the interview will be used only for study and the confidentiality of data will be ensured at all possible costs.

Personal Background Information

- Job responsibility.....
- How long did you serve in Mizan –Tepi University

1. Do you feel that employee turnover from university is a serious problem?
2. Do you know why employees are leaving the university?
3. Do you expect that the reward (financial and non-financial) is adequate/ comparable with other organizations? If not, how do you evaluate it?
4. Do you think that financial and non -financial rewards&recognition cause employees turnover intention in MTU?
5. Do employees' working conditions&enviroment cause employees turnover intention in Mizan –Tepi University?
6. Does employees job dissatisfaction causes of turnover intention in Mizan –Tepi University
7. Do you think that that work-family conflict causes employees turnover intention?
8. Does the university have ever used any methods to know the reason for turnover (if there were any?)