

**The effect of employee's Job satisfaction on turnover intention in the Mining industry: Case study on large scale Mining companies in North to North Eastern Ethiopia**

*A Thesis Submitted to the School of Graduate Studies of Jimma University in Partial Fulfillment of the Requirement for the Award of the Degree of Master in Business Administration (MBA)*

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## STATEMENT OF DECLARATION

I, my name mentioned herein under, hereby declare that this thesis entitled “*The effect of employee’s Job satisfaction on turnover intention in the Mining industry: A comparative study on large scale Mining companies in North to North Eastern Ethiopia*” has been submitted to the School of Graduate Studies Jimma University for the partial fulfillment of the requirement of the Degree of Masters in Business Administration (MBA) with the guidance and support of the research supervisors.

This study is my own original work that has not been submitted previously in part or full for any degree or any other examination in any other university/institution that all the sources of materials used or quoted for this thesis have been duly acknowledged as complete reference.

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31 August2020

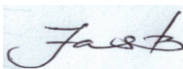
## CERTIFICATE

This is to certify that the thesis prepared by Gebreegziabher Mekonen Wube entitled: ‘The effect of employee’s Job satisfaction on turnover intention in the Mining industry: A comparative study on large scale Mining companies in North-North Eastern Ethiopia’, and submitted in partial fulfillment of the requirements for the Degree of Master of Business Administration complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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## Abstract

*The objective of this research study was to investigate the effects of employee's job satisfaction on the turnover intentions in the Ethiopian mining industry, focusing on the cluster of the north and north eastern Ethiopia's large scale Mining companies. Census survey was conducted out of all the estimated population of 152 employees of the stratified mining companies in the selected cluster. The correlation data analysis showed that the extrinsic factor, the 'company policy' has a significant negative impact on the effects of employee's job satisfaction in the selected mining companies of the target areas to the turnover intention.*

*Based on the regression analyses of the data, 'the company policy' was high and negative in the regression expression but there was no independent variable that made unique contribution to the prediction of the turnover intention of the employees of selected mining companies of north to northeastern Ethiopia.*

*It is suggested the management of the case study mining companies to take appropriate attention and measures in addressing the factors of employee's job dis- satisfaction with the turnover intention which have shown statistically significant correlation as well as high beta values of the regression analyses. It would be also good to further study on few of the selected independent variables in similar clusters and other parts of the country's mining activities.*

Key words: Job satisfaction, turnover intention, Mining operations, Large scale Mining license, Ministry of Mines and petroleum

# CHAPTER ONE

## 1. INTRODUCTION

The introduction part of this research proposal consists of different sections that have been discussed in detail about the background of the research and the case study organizations, statement of the problem, objective (s) of the study and research questions, significance of the study, scope and limitation of the study, and organization of the proposal, and few others.

### 1.1 Back ground of the study

There is a level of job satisfaction for each person and each job performed. Problems occur when people are not happy with their jobs. In this research proposal the effects of employee's job dissatisfaction on turnover intentions has been investigated in the selected target mining companies which are geographically located in the north to north eastern Ethiopia.

Employee job satisfaction was found to be a good predictor of retention of a highly skilled and experienced labor force in an organization (Alexander et al 1988).

Although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. Thus job satisfaction presents a set of factors that causes a feeling of satisfaction (Aziri B, 2011). Job satisfaction is manifested as a mix of positive or negative feelings that employees have in relation to their work. Job satisfaction represents the extent to which expectations are matched with the real awards. Job satisfaction is closely linked to that individual's behavior in the work place (Davis, K. & Nestrom, J.W., 1985).

In the literature of organizational behavior and organizational psychology, job satisfaction is considered the most extensively researched area (Keung-Fai, 1996; George and Jones, 2008). There are a number of factors and impacts addressed by literatures on employee job satisfaction such as an appointment and recruitment procedures, bureaucratic culture, and organizational structure and etc. Organizations strongly desire job satisfaction from their

employees (Oshagbemi, 2003). Due to the important role of human resource on organization performance, organizations try to keep their employees satisfied because of the fact that human resource is the key in organization's performance, and satisfied employees would produce superior performance in optimal time which leads to increase profits and survival of the firm. On the other hand, low job satisfaction has negatively consequences, for instance leaving behavior and increased costs, declining profits and ultimately, customer dissatisfaction, (Zeffane et al. 2008 cited in Shami, Ali and Rehman, 2015, p. 189). Detailed analysis showed that the connection between job satisfaction and organizational performance is stronger than the connection between organizational performance and job satisfaction, (R. L. Mathis et al, 2011. , Danica Bakotić, 2016).

When employees are satisfied with their work, they would be more creative and innovative and offer advances that allow company to evolve positively over time with changes in market conditions. On the other hand, a lack of job satisfaction results in a low level of employee commitment that, in turn, affect performance and the achievement of organizational goals (Sadegn Rast & Azadeh Tourani, 2012).

Robbins et al, (2009, p.496) also argues that employees in most South African organizations are not satisfied with their jobs and this has resulted in a low level of employee commitment to performance and achievement of organizational goals. Robins and colleagues also provided symptoms of job dissatisfaction to include low productivity, high absenteeism, labor unrest, industrial action, and high labor turnover.

Employees are the backbone or the most precious and decisive asset of any business success and, they need to be motivated and maintained in organization at all cost to support organizations to be competitive in terms of providing quality products and services to the society they are working in. Organizations invest much on their employees in terms of induction and training, developing, maintaining and retaining them in their organization, for which the returns from investments on the employees would be achieved. Therefore, as job satisfaction is a combination of psychological, physical and environmental circumstances that cause employees to say that it is the end state of feeling (Mirza S Saiyadain, 2004).

Job satisfaction happens when an employee feels fulfilled by their job and it allows them to have a sense of achievement. When this does not happen, job dissatisfaction may result (Wendy Bloisi, 2007). Job dissatisfaction matters to organizations, to managers, to customers

and perhaps most of all to employees. Job dissatisfaction by definition is unpleasant, and most individuals are conditioned, probably even conditions by searching for mechanisms to reduce the dissatisfaction (Joseph G. Rosse & Stacy L. Satury, 2004). Thus, dissatisfaction of all employees with their jobs/works is very dangerous, because Job dissatisfaction is a part of life dissatisfaction. It is the discomfort or unpleasant within which employees view their work. It expresses the amount of disagreement between one's expectation of the job and the reward and work conditions that the job provides. The effects of this dissatisfaction could have relationship with the intention of leaving the employer that is known as turnover intention.

The other important findings of the research is that, low job satisfaction has negatively consequences on leaving behavior and increased costs, declining profits and ultimately, customer dissatisfaction, (Zeffane & others, 2008). According to Herzberg (1966) satisfaction and dissatisfaction are driven by different factors classifying as motivational and hygiene factors, respectively. So, this study will investigate the effects of employee's job satisfaction and their relationship with the turnover intention in the Ethiopian mining industry, specifically the case study companies with large scale Mining License operations in North to North Eastern Ethiopia.

In the South African mining industry, strikes and industrial actions (both legal and illegal) are some of the major threats. This has been particularly problematic because of the increase in radicalism of trade unions (and militant workers) as well as the influence of political factions (Seseane, 2014). For example, the 5-month-long strike in the platinum sector resulted in a catastrophic loss for both mine investors and mining workers, with an estimated total loss of R24 bn. Now the platinum sector is considering retrenchments to try and recover some of the losses (Steyn, 2014). Furthermore, the double-edged sword of technology (automation) in the industry could have an additional impact on future employment numbers indicating the potential for further job losses. Although the impact of job insecurity on employee attitude and behaviors as well as important organizational outcomes has been well explored, research regarding the implications of job insecurity on employee safety is still relatively unexplored within the mining environment of South Africa (Masia & Pienaar, 2011).

The nature of mineral and mining operation is characterized by capital intensiveness. It also engages unskilled, semi-skilled and skilled workforces or employees. Even though, the mining projects have been executed by the support of intensive capital, equipment and

machineries, they require less labor intensive but highly skilled labor, i.e. geologists, Geochemists, mining engineers, Mineral process engineers, technicians and operators. Almost all mineral and mining works are temporary based works, i.e. they are project natured, having a starting and finishing points as mineral resources are extractive (non-renewable) resources, (own knowledge and experience). So, understanding the factors contributing and effects or outcomes of employee job satisfaction, and its proper handling or managing is one of the vital tasks of management. The management of company has to work to maintain the stability of workers to achieve the established objectives of the organization.

Thus, the most challenging issue facing managers, especially human resource managers of today is employee retention and satisfaction of their needs towards organizational objectives. Employee job satisfaction has a positive and progressive implication on the successful achievements of organizational goals. It has been observed that employee's satisfaction with certain conditions of their job causes high level of employee productivity, loyalty to their organizational business objectives and low turnover issues, for which it can enhance the competitive advantages of the organization.

Turnover among professionals still remains a challenge for many companies. Professionals in mineral industry suffer from high stress levels. This, in turn, may lead to burnout and result in quitting their jobs. Knowing the factors that affect the quitting decision of professionals is important for companies to decrease the turnover rate of qualified employees. This study will investigate the impact of stressors, job stress organizational commitment, and focus of control and job satisfaction on intention to leave among professionals in the selected large scale mining companies.

A large number of researchers and research bodies have claimed variance in the factors affecting job satisfaction and turnover across different cultures (Spector, 2008; Kirkman and Shapiro, 2001; Diener et al., 2003; Vecernik, 2003; Kanungo and Wright, 1983; Lincoln and Kalleberg, 1985; Huang and Van de Vliert, 2004; Diener et al., 1995).

Employee turnover is often an indicator of company presentation and without difficulty be noted as a negative factor towards company competence and effectiveness (Bax and Glebbeek, 2004).

## 1.2 Background of Large scale mining companies and employees in Ethiopia

First of all, in accordance with the Mining Operations Proclamation No. 678/2010 of Ethiopia (as amended), the term Mineral ‘mining operation’ is defined as “... any activity associated with or connected to reconnaissance, exploration, retention or mining” of minerals.

The scale of operation of mining license (to be classified as small or large) is also depending up on the amount of minerals produced per year (or annual run off mine ore extracted) and this amount varies on the type of mineral commodity, as per the definition article 2/ 35 of Mineral Operations Proclamation No. 678/2010 (as amended) of Ethiopia.

The responsibility of issuing and administering the large scale mining licenses such as for the industrial, precious, base metals and associated minerals is the federal Ministry of Mines and Petroleum. On the other hand the artisanal mining of any type of minerals, small scale mining license as well as large scale construction minerals for Ethiopian’s license holders (domestic investors), are issued and administered by the respective regional mines bureaus and agencies according to these proclamations.

The Mining business that could be constituted with many employees of both temporary and permanent is mainly large scale Mining licensed operations in comparison with other mineral operations license types such as exploration license operations. Based on the technical nature of the mineral exploration, especially the precious and base metals and associated minerals exploration works are conducted mainly by foreign direct investment consisting of few international mining experts, and few local geologists, field assistances support staffs for limited period, not even for permanent job employments, (Mekonen GE and Chris Hinde, 2011, p.2). Whereas the place of work for the large scale mining licensees mine sites is known, and the duration of the mining license and the operation is for a minimum of ten years for small scale, or twenty years for large scale mining license as per the mining legislations of Ethiopia, and so long as the reserve of the mineral resource is mineable at a profit.

In order to conduct the case study on selected mining licenses operations it would be therefore, reasonable if the nature of the mineral Operations is similar type of mining license company, or similar scale of operation of mineral production to address the attitudes of

employees towards their job, job satisfaction, and then to study the “effects of employee’s job satisfaction on turnover intention”.

Therefore the researcher has collected and assessed the relevant data from Ministry of Mines and Petroleum, especially the exploration and Mining Licenses particularly the large scale mining license holders issued by the Federal Ministry of Mines in order to understand the number of employees engaged in these mining companies. The Geographic distribution of the mineral licenses, as shown in table-1 below, are mainly in the Southern, western, central and north to north-eastern Ethiopia.

Table 1.1: Summary of licenses issued by the Federal Ministry of Mines as of end April 2019

No.	type of licenses	No. of licenses in Geographic region in Ethiopia				
		North-North east	West-South west	Central	South	East
1	Exploration	27	40	24	10	1
2	Small scale Mining (SSM)	2 (Tigray) for gold (not active) + 1 cement Industry	4(1Gold +3 Marble)	18 (Cement Industry)	2 (1 Tantalum + 1 gold )	1
3	Large Scale Mining (LSM)	6 (Afar) + 2 Tigray for gold (not active) + 1 Cement Industry	9 (1 Gold not active) + 8 Marble Mines	0 Metallic + 22 LSM for cement & construction	1 Gold (Legedembi)	6 (Cement)
4	Other licenses (Retention, or special small scale/SSS)	0	0	0	1-Special S.S. Mining for Gold	0
	Status of the active Mining	One small scale gold mine and 3 large scale salt mining are producing	None producing mineral	None producing	None producing	None producing

Source: Ministry of Mines and Petroleum, May 2019.



As shown in Table 1, there are dominant operational large scale mineral miners in the north to northeastern Ethiopia, mainly the Afar region. But there is no active mine in other part of the country at the time when this research was conducted except in construction materials operations such as aggregates, dimension stones or industrial materials like the cement industry raw materials/ minerals.

In order to focus on the good standing status of the active large scale miners, as best example of orientation survey evaluation, among the other large scale mining license holders, one of the business company that has relatively high number of employees' company, Afar Salt Production Share Company (ASPSC), was selected at the inception of this research proposal and had brought attention to be closely studied in relation to the larger picture of employees job satisfaction and the turnover intention. There is already observation of a fairly high rate of turnover of human resources mainly at the salt mine production site which could show a sign of dissatisfaction of employees of the company as per the information from the management of the company. Job satisfaction is thus a subject that has been observed as a challenge in this company and this research would like to investigate which influential factors of employee's job satisfaction contribute to turnover of employees, mainly skilled and semi-skilled personnel at the operation site.

Most of the large scale mining company's head quarter are based in the capital city and their operation sites are situated outside of the city in some of the remote areas of the country. ASPSC's production site is at Afdera, in Afar National regional State as it has acquired a large scale Mining license, for the production of industrial (Large) scale common salt, from the Federal Ministry of Mines of Ethiopia on 11 July 2002.

This company is engaged in extraction of naturally occurring salt containing brine as input from the lake and conversion of the brine from liquid to solid crystals of sodium chloride through natural evaporation process and crystallization process. Its vision is to be the preferred and leading in the salt industry in East Africa aiming at producing iodized edible salt to address the health of the society resulted from iodine deficiency as well as supplies other type's standardized salts for leather industries and hospitals. The company was established with capital of Birr 60 Million in 2002 G.C.

The industrial processing plant at the factory, which is located nearby the lake Afdera, has been producing iodized edible salt since 2007. The industrial processing plant at the factory has daily production capacity on the basis of 8 working hours/day having 85% efficiency of 210 tons of iodized salt production. The final crystallized salt granules have three types of end product mixes for the market.

The major share of the product, about 97.8 % of the product is in fact iodized edible salt. The second product, which is about ~ 2% of the total product is non-iodized salt product used for inputs of leather factories that helps as catalyst for the chemical process of raw leather in to semi-finished leather product. The third product type, about 0.2 % of the product, is very pure premium quality sodium chloride which is specialized and purified salt granules to be used for dialysis purpose in hospitals with limited demand.

ASPSC has operational processing plant at the production site with total of 81 employees based at that remote area, and 20 employees in the head quarter as of 2018. The annual production of raw material (salt production) depends also on the amount given by the quota system, which is imposed by the joint Salt producers' Marketing board. The turnover of employees at the production site is fairly high due to the reasons not well understood by the Business Company rather than assumptions. For instance 13 employees resigned out of 31, 17 employees resigned out of 49, 15 employees resigned out of 46, 11 employees resigned out of 46, 17 employees resigned out of 79 employees, respectively who left their job at the operation sites during the last five years (from 2006-2010 E.C) as compared to 4 employees resigned out of 20, 1 employee resigned out of 21, 3 employees resigned out of 21, 2 employees resigned out of 21, □no employee resigned out of 22 from the company's s head office in the same period, Source: Annual Performance reports (Internal): 2013 and 2014; Summary of annual report of 2015 and 2016: Afar Salt Production S.C. submitted to the Board of directors and Shareholders, viewed May 2019.

This research will investigate the effects of employees' satisfaction with their jobs, as well as the relationship on turnover intention for this organization together with other similar large scale license mining companies in the north- north eastern Ethiopia.

### 1.3 Statement of the Problem

As mentioned in the background of the study, job satisfaction has been extensively studied globally in different sectors including limited case studies in the mining industry. In earlier times/ages, many researchers have been directed on job satisfaction but this still remains an issue for many organizations (Javed et al 2014, p.120). Job satisfaction presents a set of factors that causes a feeling of satisfaction (Aziri, 2011). Susanty and Miradipta (2013) indicated that job satisfaction has been found to be positively related to work-related outcomes, such as organizational commitment.

For a given project or the business company frequent turnover of employees could cost the company in terms of productivity (performance), money and time as stated by Aman (2015), cited in G. Hiwot, 2017. In addition, Aberra S. (2007) stated that along with loss in productivity, money and time, the organization also losses in terms of some indirect costs like lowering of existing employee morale that may be due to increased work or due to the arousing dissatisfaction with the organization.

The effects of employee's job satisfaction in the mining industry could cause the loss of revenues in billions of dollars like any other huge businesses (Steyn, 2014). Employee turnover intention has been a concern for all businesses, especially in the 21st century (Long & Thean, 2013). Employee replacement costs range from 90 – 100% of an employee's annual salary (Wilson, 2012).

It can be cited for instance in the case of the south African platinum mining industry, the 5-month-long strike in the platinum sector resulted in a catastrophic loss for both mine investors and mining workers, with an estimated total loss of R24 bn (~ USD 1.6 Billion), (Steyn, 2014). Furthermore, although job satisfaction has been researched thoroughly in other contexts, there is a lack of research on job satisfaction in the mining sector (Masvaure, Ruggunan and Maharaj, 2014).

Robbins et al, (2009) provided in their study that the symptoms of job dissatisfaction to include low productivity, high absenteeism, labor unrest, industrial action, and high labor turnover. Danica Bakotić (2016) also mentioned in the research that the connection between job satisfaction and organizational performance is stronger than the connection between organizational performance and job satisfaction. Employee turnover has been responsible for

the failure of many small businesses in the United States; business leaders do not always understand the reasons employees choose to leave an organization (Reukauf 2018).

Plenty of researches are also available that the relationship between job satisfaction and turnover intention is negative such as Arnold and Feldman, (1982). According to Thorsteinsson, Brown and Richards (2014), less workplace support (i.e. supervisor support, perceived organizational support) was associated with adverse work outcomes (i.e. high turnover intentions, less organizational commitment, less job satisfaction), and high depression levels.

However, there is a lack of research on job satisfaction in the mining sector, Masvaure, Ruggunan and Maharaj, (2014), cited in Walt et al. , 2016.

This shows that there is a need for more empirical research to be conducted in this sector, Walt et al. (2016). The purpose of this study is thus to explore and describe the levels of job satisfaction of the employees of the selected cluster large scale mining companies in Ethiopia and also the relationship to the turnover intention.

Therefore, we can say that few or no research works are available in most of the rest of African nations in relation to Mining sector's employees' job satisfaction and related variables such as performance, turnover and others where the mining business is not their major source of national economy.

Thus the focus of this research is to try to investigate the **“effects of job satisfaction on the employees turnover intention” in the Ethiopian mining industry taking a comparative study on selected Large scale Mining Licensees**, companies mainly at their Mine production plants operation sites, in north and Northeastern Ethiopia.

Specifically, this research will find out and report the outcomes of the main research questions that addresses as to how is the level of employees' job satisfaction, which factors (and the most relevant factors) of employees job satisfiers/dissatisfies are affecting employees in the mining industry, and the comparative case study mining companies, and among the factors, Do the employees' job satisfaction have relationship with turnover intention? and Which is the effect of employee's job satisfaction on the turnover intention in the selected Mining companies' employees?

## **1.4 Objective**

### **1.4.1 General Objective**

The principal objective of this research is to investigate effect of employees' job satisfaction and turnover intention in the selected large scale mineral license operations in North to the North eastern part of Ethiopia.

### **1.4.2 Specific Objectives**

Thus the specific objectives are:-

- 1) To investigate the level of employee's job satisfaction in the mining companies,
- 2) To identify the factors (job dissatisfies) affecting employees job satisfaction in the selected case study companies.
- 3) To examine the relationship between employee's job satisfaction and turnover intention.
- 4) To investigate the effects of on turnover intention.

### **1.4.3 Research Questions**

The main question in this study is to research which factors of employees job satisfaction have effect on turnover intention in the case study mining companies?. The specific questions include:-

- 1) What is the level of job satisfaction in the case study mining companies?
- 2) which factors (and the most relevant factors) of employees job satisfiers/dissatisfies are affecting the case study mining companies?
- 3) What is the relationship between employee's job satisfaction and employee's voluntary turnover intention?
- 4) Which of the factors of employee's job satisfaction are most affecting the turnover intention at the selected mining companies?

## 1.5 Significance of the study

Based on actual assessed data, there is gap in studying the factors and effects of employee's job satisfaction, and turn over intentions in the mining industry in Ethiopia, which need to be addressed mainly at the mining operation sites. Since this research is proposed to be conducted primarily on clustered and selected large scale mining companies of the north-north eastern Ethiopia the investigation would have findings to inform the management of the selected companies for their informed decision, and courses of actions.

- The findings of the study could help the management of the case study companies, especially the respective Human Resources Department to use the practical research outcomes in retaining employees and improving the human resource management practices towards the sustainable success of their business objectives of the mining companies.
- Although the issue of turnover of employees in mining industries may varies from one working environment to others due to many factors of job satisfaction the case specific research findings could be important input for the given mining company, and also be shared and useful for similar industries and for all others which may not necessarily be the mining operations.
- The research will be a chance to identify the theoretical foundation of the practices which will provide future academic research on the investigated factors affecting job satisfaction of employees in the mining industry in Ethiopia.
- It can contribute to the existing knowledge and practice of retaining of employees through job satisfaction in the context of different sector firms.
- It will serve as a base for continued researches on the impacts of job satisfaction on employee's turnover intention in the overall Ethiopian mining industry.

## 1.6. Scope and Limitation of the study

### 1.6.1 Scope of the Study

The scope of this research is to investigate the job satisfaction of employee as to what extent the identified independent variables have relationship with the dependent variable, turnover of the employees. The study targets the large scale mining license holder companies, and the focus is the large scale mining (Production) companies, which are located mainly at

production site employees as the problem is highly significant at the mine site in the north-northeastern region of Ethiopia.

### **1.6.2 Limitation**

The primary data was collected through questionnaires based on the practices of the employees of the selected large scale mining license companies both from their operation sites, and their head offices in Addis Ababa. The analyzed data were fully dependent on the views of the respondents of the employees of the company. In such case there could be limitation to take as it is, and apply the outcomes of the study in another scale and type of mining (artisanal/exploration or small scale holders) or other business companies with different geographic location and business practice except taking the lesson from this research study.

This research study is also limited and related to only the employee's job satisfaction areas than other broader areas of Human Resources Management, such as motivation, job performance or other areas.

The research study findings are also dependent in the intended duration of study that could have limited perceptions in relation to the extension of the temporal dimension. If such study would be conducted in other temporal dimension the result might not be of similar findings.

Thus the research findings would also be limited to factors and conditions existing at these selected companies, as at the time of the study, and the conclusion of this research study would be limited and constrained to unique factors associated with these companies.

## **1. 7 Organization of the research Proposal**

The organization of this research proposal is prepared as per the guideline given from the lecture materials of the course Business research Methods (MBA-611) of the MBA Graduate study program, and the guideline how to prepare the research proposal in Jimma University.

The first chapter consists of the background of the study, Statement of the Problem or (Justification for the study), Research Objectives, Research Questions, and Research Hypothesis, Significance of the study- Benefit of the study, Definition of terms, Scope and Limitation of the study. The second chapter consists of the existing practical and theoretical background on factors those affect job satisfaction by reviewing the previous studies

particularly empirical literatures related to the job satisfaction and relationship with employees' turnover intention. The research methodology and data collection that include the data type and source, research design, data collection, data processing and analysis are mentioned in chapter three of the research proposal as well as final study. After conducting the research additional two chapters: chapter four: The results of the research study and discussion, and chapter five: The main findings, conclusion and recommendations of the study have been discussed. The study also include others titles such as like Bibliography, Appendices, etc.

## **1.8 Ethical considerations**

Ethics is defined as a set of moral principles which are suggested by an individual or a group Strydom, H. (2011c). subsequently, these moral principles are widely accepted and they may offer rules and behavioral expectations about the most correct conduct towards experimental subjects. Therefore, respondents involved in their study or in general as a principle have been treated with dignity and with no wrong doing conducts during the process. The researcher also assures the respondents of the anonymity and confidentiality of the information they are providing through questionnaire.

## **1.9 Definition of key Terminologies and Concepts**

Definitions of Key words:

- Job satisfaction: Job satisfaction is positive feelings an employee has toward his or her job (Sailaja & Naik, 2016).
- Turnover intention: Turnover intention is consideration to voluntarily leave an organization (Issa, Almad, & Gelaidan, 2013).



- Mineral mining Operations: It is mineral reconnaissance, exploration and mining activities as per the applicable mineral legislation No. 678/2010 (as amended) of Ethiopia.
- Large Scale Mining License holders: The Mining licensees whose amount of minerals produced per year (or annual run off mine ore extracted) exceeds the small scale and depends on the type of mineral commodity, as per the definition article 2/ 35 of Mineral Operations Proclamation No. 678/2010 (as amended) of Ethiopia.
- Afar salt Production Share Company (ASPSC): A share company which was established in 1998 with majority (~87%) shareholder of Federal government with the objective of supplying locally produced pure and fine grained iodized edible salt to the people of Ethiopia. It has been granted Large Scale common salt production license from the Ministry of Mines of Ethiopia, and is structured under the Mineral, petroleum and Biofuel Corporation of Ethiopia and supervision of the Ministry of public enterprises.

## CHAPTER TWO

### 2. LITRATURES REVIEW

In this literatures review chapter, the theoretical as well as the empirical aspects of the literatures in relation to job satisfaction, and turnover intention were reviewed in to the synoptic view and details aiming to the interest of the study. The studies in relation to job satisfaction and turnover intention were investigated in detailed from literature including the definition, theory of job satisfaction, the conceptual framework, types of turnover and research framework and such studies in detail. Many of the researches findings were also discussed in relation to the intended purpose in this literature review.

#### 2.1 Theoretical Literature

**2.1.1. Definition of Job Satisfaction:** There are abundant definitions of job satisfaction. According to Moorman et al. (1993) there are three practical points of view that illustrate the meaning of job satisfaction: First, is a valuable product of the society; second, is an early warning indicator at an early stage for an organization and third, can serve as a predictor of organizational behavior.

Job satisfaction is simply explained as to how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector, 1997). It is defined as positive feelings about one's job based on one's evaluation of the characteristics of the job (Robbins & Judge, 2007). It can be also defined as a positive emotional state that results from the evaluation of the experiences given by the job (Locke, 1976), or as a set of feelings and beliefs that a person has about his job (George & Jones, 1999).

The most-used research definition of job satisfaction is by Locke (1976), who defined it as “. . . a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences” (p. 1304). The nature of the work itself generally emerges as the most important job facet (Judge and Church, 2000; Jurgensen, 1978). This is not to say that well-designed compensation programs or effective supervision are unimportant; rather, it is that much can be done to influence job satisfaction by ensuring work is as interesting and challenging as possible.

In another literature, since Vroom has focused on the role of the employee in the workplace, he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1964).

Not everyone can be satisfied with their job. In a 2012 survey conducted by Right Management, 65% of individuals that were surveyed were either somewhat or totally unsatisfied with their jobs. Now, you might be thinking that this is a problem somewhere in developed country like in the U.S., but it is a worldwide problem. In a Mercer (2012) study of 30,000 workers worldwide, between 28% and 56% of workers around the globe wanted to leave their jobs.

With all these unhappy people, one would think there have to be causes that drive these high percentages. Additionally, one has to think about the reactions or responses from employees that do not have job satisfaction and how they act (or act out) on the job. When we are younger, we act out by pouting or stomping our feet - maybe even holding our breath - but it is important we understand how employees respond when they are not satisfied with their jobs. Understanding the responses helps companies to identify that discontent and hopefully address it before it goes too far.

the nature of the work itself— which includes job challenge, autonomy, variety, and scope— best predicts overall job satisfaction, as well as other important outcomes like employee retention (e.g., Fried & Ferris, 1987; Parisi and Weiner, 1999; Weiner, 2000), in Human Resource Management, Winter 2004.

**Theories of Job Satisfaction:** For a century research works conducted on job satisfaction. The theoretical basis of this study is commonly known as a rule of thumb. The most frequent theories that referred to this construct is; need hierarchy theory, the two-factor theory, expectancy, reinforcement, achievement and personality theories. These theories explained job satisfaction based on the philosophical assumption of the founder of each theory. Regardless of the practical importance or since they are basics of motivation, some of the theories are summarized below in line of job satisfaction.

**Needs Hierarchy Theory:** Extensive research has been conducted in the area of work motivation and satisfaction and many psychologists have attempted to explain it in terms of certain needs, interests, and values. One theory that has explored these factors is Maslow's

hierarchy of needs. According to Maslow, the individual personality is dynamic and continuously strives to satisfy a hierarchy of needs with an inherent tendency towards self-actualization (Joubert, 2000 as cited by Luddy, 2005:24). Though the late Abraham Maslow did not design his well-known hierarchy of needs for use in the satisfaction of people at work, it has been widely accepted as an important contribution field. The need hierarchy recognizes five different levels of needs, progressing from the most basic physiological needs to the more refined psychological need of self-actualization. Basic to the application of the need hierarchy is the assumption that the lower level needs must be met before the higher level of need can be satisfied.

**The Two Factor Theory:** According to Heller and Hindle (1998; cited in Luddy, 2005:24), Herzberg's two factors is a set of motivators that drives people to achieve. The theory consists of two dimensions known as "hygiene" factors and "motivator". Hygiene needs are said to be satisfied by certain conditions called hygiene factors or dis-satisfiers (supervision, interpersonal relations, physical working conditions, salary, benefits, job security, etc.), which concern the context in which the job has to be done. The theory suggests that job dissatisfaction succeeds in those cases where hygiene factors are absent from one's work environment. Conversely, when hygiene factors are present, e.g. when workers perceive that their pay is fair and that their working conditions are good, barriers to job satisfaction is removed. However, the fulfillment of hygiene needs cannot in itself result in job satisfaction, but only in the reduction or elimination of dissatisfaction.

According to Herzberg (1966) satisfaction and dissatisfaction are driven by different factors (motivation and hygiene factors) respectively. Chrisbel M. Ncube Michael O. Samuel, 2014 reviewed that Herzberg (1966) maintains that if the motivational factors are met, the employee becomes motivated and hence performs higher. Factors that truly motivate employees to perform and inspire them to remain in organizations are aspects of the job that are considered intrinsic to the job and they include achievement, recognition of good performance, advancement and career growth opportunities. Employees are not particularly motivated by factors which Herzberg considered to be extrinsic (hygiene) to the job but these factors must be present in the organization to make employees happy. These factors include interpersonal relationship, work condition, company policies, management style and pay. Lack of these hygiene factors can cause dissatisfaction in employees and may lead to turnover. Herzberg's theory is represented in Figure 1.1.

The two factors contributing for employee's job satisfaction then are summarized as:-

- i) Hygiene (job dissatisfies): satisfaction with pay, satisfaction with security, satisfaction with nature of work, satisfaction with working conditions, satisfaction with colleagues, satisfaction with supervisors, satisfaction with causal workers,
- ii) Motivators (job satisfiers): satisfaction with the nature of work, satisfaction with promotion (Personal growth, positioning and/or appointment), satisfaction with recognition and satisfaction with social status, satisfaction with achievement.

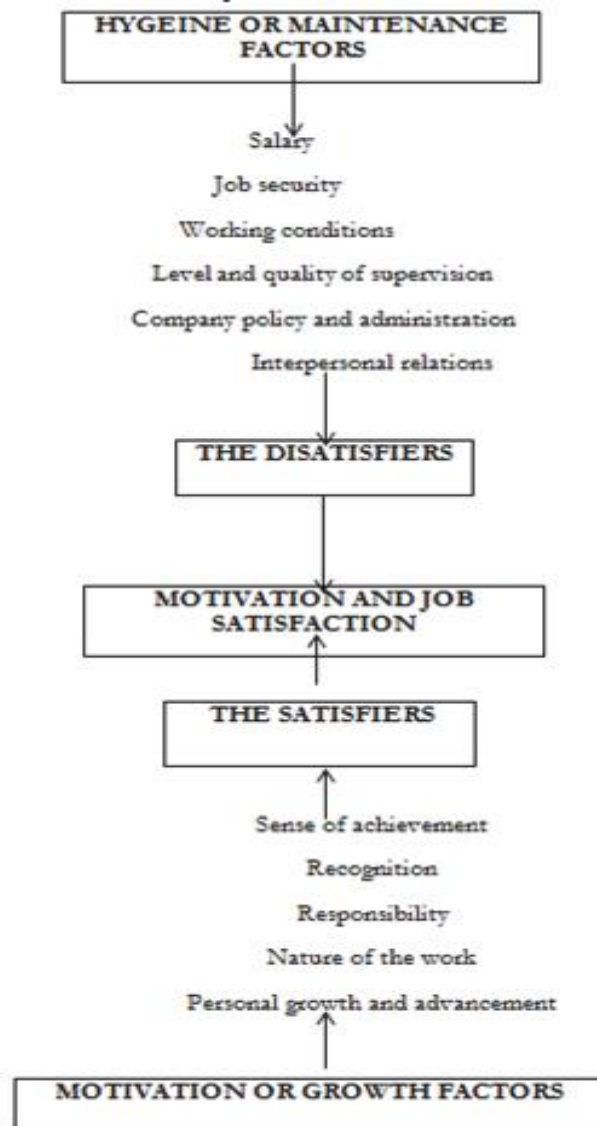


Figure 2. 1: Herzberg's theory: Factors affecting job satisfaction. Source: Grobler et al. (2011, p. 240, in Chrisbel M. Ncube Michael O. Samuel, 2014).

**Interpersonal Theory:** The degree of satisfaction is different between the standard and what is actually received from a job. Interpersonal comparison theories compare what a person wants (the standard) with, what she or he receives. The smaller the difference, the greater the satisfaction will be. These theories are called interpersonal because the comparisons occur within each individual (Graham, 1982).

**Vroom expectancy motivation theory:** Whereas Maslow and Herzberg look at the relationship between internal needs and the resulting effort expended to fulfil them; Vroom's expectancy theory separates effort (which arises from motivation), performance, and outcomes.

Vroom's expectancy theory assumes that behavior results from conscious choices among alternatives whose purpose it is to maximize pleasure and to minimize pain. Vroom realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience and abilities. He stated that effort, performance and motivation are linked in a person's motivation. He uses the variables Expectancy, Instrumentality and Valence (the importance that the individual places upon the expected outcome) to account for this, [Victor H. Vroom](#) (1964).

### **Turnover Intention:**

Turnover definition given by Price (1977): It is the proportion of number in which employees who has left the organization during the specific period being considered divided through the average numeral of people in that organization during the specific period. According to Woods (1995), position vacated in organization and then filling a vacancy through hire a new employee. This replacement phase is called as turnover.

## **2.2 Empirical Literature**

A large body of research exists in the areas of employee motivation and job satisfaction over the past few decades (Derlin and Schneider, 1994; Calder, 2000; Boshoff, Cilliers and Van Wyk, 2003; Dolliver, 2003; Hoole and Vermeulen, 2003; Kh Metle, 2005; Buitendach and De Witte, 2005). However, a few of studies exists investigating employee motivation and job satisfaction, and their relationship with turnover intention in the mining industry.

Plenty of researches are available that the relationship between job satisfaction and turnover intention is negative such as: H.J. Arnold and D.C. Feldman, 1982.; A.C. Bluedorn, "A

unified model of turnover from organizations”, *Human Relations*, 1982, 35(2): 135-153; H.C. Koh, and C.T. Goh, “An analysis of the factors affecting the turnover intention of non-managerial clerical staff: A Singapore study”, *The International Journal of Human Resource Management*, 1995, 6 (1); W.H Mobley, R.W. Griffeth, H.H.Hand, and B.M. Meglino, “Review and conceptual analysis of the employee turnover process”, *Psychological Bulletin*, 1979, 86: 493-522.

Some of the previous studies have supported a negative relationship between pay and turnover intention and some studies a positive or no relationship between these two variables. “Pay produces a highly significant Meta- analysis, with 29 of 32 data sets, finding negative relationship between pay and turnover”, (Jeffrey M Tuttle , 1986). According to Joseph Wu Keung-Fai (1996), “taking 1.5 as the "neutral point of the quantitative analysis of his data,” teachers, were neither satisfied nor dissatisfied with their pay received ( $M = 1.48$ ). Satisfaction is negatively related to turnover, (R.W. Griffeth, P.W. Hom, and S. Gaertner, 2000). Another researcher concluded that “quit rates were negatively related to pay level and even more so, to the size of the bonus offered”, (H. Lakhani, 1988). A negative relationship was also investigated between pay and turnover intention, (Kirshenbaum., J. Weisberg, 1990).

Hian Chye Koh and Chye Tee Goh (1995) investigated that satisfaction with financial rewards and turnover intention was negatively associated with each other. Successively higher amount of income will likely produce successively higher amount of job satisfaction, (Jams L. Price and Charles W. Mueller, 1981). “The most frequently cited reasons for leaving (current institution and academia altogether) were..., followed by poor salary,...” (Mark H. Conklin and Shane P. Desselle, 2007). Krau investigated a positive relationship between pay and turnover. We consider that pay is the main determinant of turnover intention, (E. Krau, 1981).

In research conducted on workplace safety, emphasis has been placed on the role of the work environment when considering safety in the workplace (Ghosh, Bhattacharjee & Chau, 2004). Literature consistently shows a negative relationship between work stressors and various outcomes, such as a lack of job satisfaction, lower organizational commitment, decreased job performance and increased turnover (Gilboa, Shirom, Fried & Cooper, 2008; Podsakoff, LePine & LePine, 2007). Work stressors, such as performance pressure, time constraints and targets that have to be reached within strict deadlines, may encourage employees to take

shortcuts, thereby putting themselves at risk by jeopardizing safety rules and regulations. The alleviation of excessive work stressors is a great challenge for employees, considering the deleterious effect work stressors can have on their health and organizational outcomes such as organizational commitment, job satisfaction and the occurrence of workplace fatalities and accidents (Gyekye, 2005). These findings generally demonstrate that increased work stressor levels have a negative effect on the safety compliance of employees. Likewise, job insecurity is regarded as a major concern in the mining industry and a demanding aspect of work. Restructuring and organizational downsizing are realities feared by many employees. Studies have shown that employees who reported experiencing job insecurity were less likely to experience job satisfaction (Blanch flower & Oswald, 1999; Chirumbolo & Areni, 2005). Additionally, they suffered negative physical health consequences and showed a lack of compliance with safety regulations (Probst & Brubaker, 2001).

In the research conducted by MBA's students, Gebrekirstos Hagos and Kebede Abreha (2015) among the factors affecting the job satisfaction of Mekele University's academic staffs, the factor "Achievement" was the most motivating aspect in their study output; and the least motivating factor of respondents' jobs satisfaction was the "salary." According to their research findings, those respondents were most satisfied with the content of their job and least satisfied with the context in which their job was performed.

An MBA's research conducted by Yesu Girma Taye, AAU, May 2018: his research study on Ethiopian private commercial banks shows that all the independent variables i.e. nature of work, working environment, recognition, motivation and Promotion opportunities and benefit packages have a significant impact on employee satisfaction.

Aweke Wesen's MA thesis, (2017) on "THE EFFECTS OF JOB SATISFACTION ON EMPLOYEE TURNOVER INTENTION: A CASE OF ADDIS ABABA HOUSING CONSTRUCTION PROJECT OFFICE" concluded that "There are strong negative relationship between pay and benefit, career development, the work environment, distributive justice and turnover intention among professional and semiprofessional employees".

Masri (2009), in Aweke Wesen's MA thesis, (2017) that Masri has examined the relationship between four factors of job satisfaction which are pay, promotion, the work itself and supervision, and turnover intention among skilled personnel at TRI plc. The responses and information collected from the survey were tested using statistical techniques such as



reliability test, frequency analysis, Cronbach's Alpha Coefficients, Pearson Correlation, One-way ANOVA and Multiple Regression analysis.

A comparative study on factors associated in job's satisfaction on selected star hotels industry in Addis Ababa, master's thesis by Belayhun Minchet (2018), the research found out the prevalence of significant employees' satisfaction difference with respect to star accreditation criterion. The pay rate and supervision have also been found the factors associated with employees' job satisfaction.

Job satisfaction of secondary school teachers in Ethiopia, Gedefaw Kassie Mengistu, 2012, summarized his finding and mentioned, " The participant teachers indicated that salary and benefits were the most dissatisfying aspects of their work. In addition, school management and leadership emerged as the second most dissatisfying component of the work."

Also in another empirical research entitled in "Employees' job satisfaction in Ethiopia: A comparative study of selected public and private sectors in Woldia district", by Mehari Haile and Peteti Premanandam (2017) concluded by saying that privately employed workers are 1.8 times more likely satisfied in pay and promotion of their respective organization than the public worker's job motivation of pay and promotion. In the same vein, public employed workers are 1.3 times more likely satisfied in job security of their organization than the privately employed workers.

Konovsky and Folger (1989) mentioned that the level of salary considerably linkage with the employees organizational commitment and then ultimate impact on turnover intention. Levine (1993) pointed out that negative association with the salary and employee turnover.

Scholars have recognized perceived organizational support, job characteristics, supervisor support, perceived justice and reward and recognition as antecedents of employee retention (Sak 2006).

Supervisor has to give support or selflessness for employee regard, if supervisor do not do this then negative supervisor-employee interaction be able to lower gratification with work, reduced productivity and absenteeism (Ribelin, 2003).

Supervisory support is negative relationship with turnover and positive with job satisfaction (Price, 2001). Previous Studies shows that unfair processes make unenthusiastic result in the workplace which leads to low job satisfaction and high turnover (Cropanzano & Greenberg,

1997; Folger & Cropanzano, 1998). According to Aghaei, Najaf, et al, (2012) concluded in their study that there is a significantly negative linkage between distributed justices and turnover intention.

Work environment is one of the most significant factors in employee retention (Zeytinoglu & Denton, 2005).

Growth opportunities is provided by the employers to reduce the turnover intentions of employees because lack of promotional opportunities and training is the main reason of high performer and skilled employees leave their company (Allen, Shore & Griffeth, 2003; Steel et al., 2002).

The specific business problem is that some (small) business owners do not understand the relationship between motives of their employees' (a) job satisfiers (b) job dis-satisfiers, and Employee turnover intentions, Jane Ann Reukauf, (2017).

## **2.3 Conceptual Framework**

The theory of motivation, developed by Herzberg in 1959, is an explanation of the factors, hygiene and motivation, which could affect an employee's job satisfaction or dissatisfaction. Herzberg (1968) identified motivators (intrinsic factors) and hygiene (extrinsic factors) and incorporated the following as key constructs underlying the theory for job satisfiers (a) achievement, (b) recognition, (c) work itself, (d) responsibility, (e) advancement, and (f) opportunity for growth and advancement, and job dis-satisfiers (a) company policy, (b) supervision, (c) work conditions, (d) salary, (e) job security, and (f) interpersonal relations.

The theoretical framework, which is the foundation of this study, is Herzberg's two-factor theory. Herzberg's motivation theory, based on intrinsic and extrinsic constructs, is a determinant in turnover intent (Frey, Bayón, & Totzek, 2013).

As Herzberg's two-factor theory will be applied to this study, it is expected the independent variables (job satisfiers and dis-satisfiers) measured by the Minnesota Satisfaction Questionnaire (MSQ) to measure/predict the correlations between turnover intentions (measured by Intent to Measure Turnover Survey).

Previous scholars have examined the applicability of Herzberg's two-factor theory and employee turnover intention with several organizations. Flint, Haley, and McNally (2013) found that turnover intent increased when employees became dissatisfied with company policies and treatment of employees by their supervisors. A similar study by Ma (2013) supported a correlation between employee job satisfaction, employee job dissatisfaction, and turnover intent within a call center environment. Fitzpatrick, Campo, and Gacki-Smith (2014) found job dissatisfaction was a top reason emergency nurses intended to leave their position.

Even though scholars have not focused specifically on small businesses, one can draw on previous scholarly results applying Herzberg's two-factor theory (satisfiers and dis-satisfiers) and employee turnover intention, J. A. Reukauf, (2017).

It is also expected to be feasible to assume that the independent variables (job satisfiers and dis-satisfiers) measured by the Minnesota Satisfactory Questionnaire (MSQ) may predict employee turnover intention in the case study business company's research work. Therefore the conceptual frame is shown below in Figure -2.

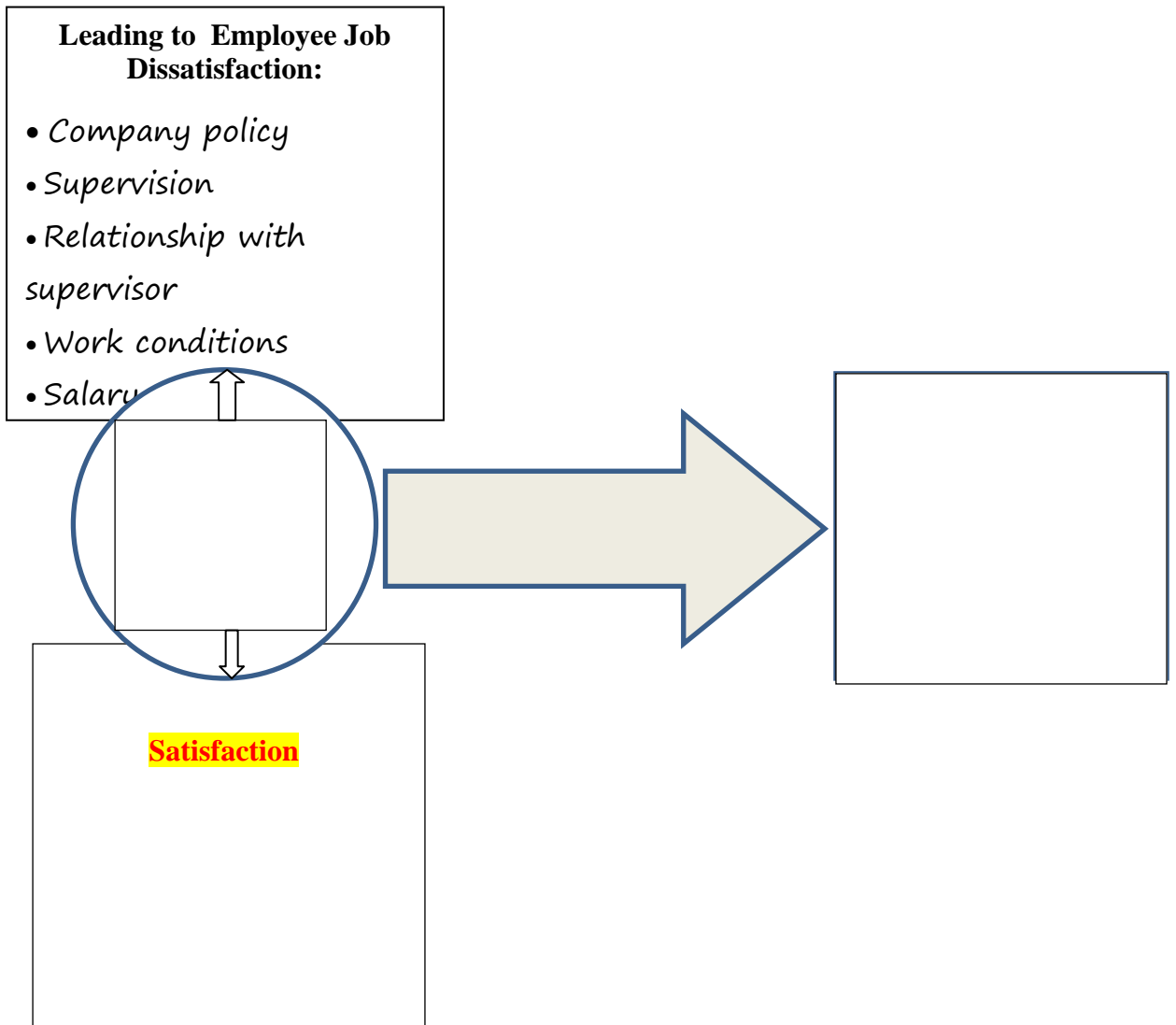


Figure 2.2: The conceptual (graphical) model showing the relationship of employee's dissatisfaction increases (when the extrinsic factors deteriorates or don't exist) and satisfaction decreases (due to decreasing/ lack of intrinsic factors) then leads to voluntary turnover intention prepared based on Herzberg's two-factor theory.

## CHAPTER THREE

### 3. RESEARCH DESIGN AND METHODOLOGY

This chapter of research design and methodology focused on the approach how to conduct the research in terms of the study area, target population, data source, data type, sampling method; and it also outlined the approach and design of the data analysis in order to address the objectives of this research study.

#### 3.1 Study area (Location)

As discussed in chapter one, the research study area and data were based on the known and licensed mineral exploration and mining companies of the country which were scattered in different parts of Ethiopia. Generally the active mining operations were situated, and can be classified in to five main geographic regions: i) the southern, ii) western-South western, iii) eastern, iv) central and V) north to northeastern clusters based on the data collected from Ministry of Mines and Petroleum of Ethiopia, May 2019.

In the background discussion of Chapter 1, section 1.2, the availability in number of permanent (and also temporary) employees was high in large scale mining operations as compared to other types of mineral licensed companies due to its nature of activities as seen on Table-2 of this research study document. In addition to this, the large scale mining license holders which were active in their operations and the type of mineral mining other than cement raw materials and construction materials were higher in number in the cluster of the North to Northeastern Ethiopia, please see below, table 3.1 for lists of selected companies.

Thus, the comparative study on selected mining companies' employees was targeted and conducted in the cluster of north-north eastern Ethiopia. However, there was also heterogeneity of employees with in the cluster of north-north eastern Ethiopia. Then the mineral operation licenses have been stratified based on the types of licenses such as exploration, small scale mining and large scale Mining license companies.

In order to properly address the research study objectives about the employees situation, relevant explanations were given as detail as possible in the background, chapter one of this study.

### **3.2 Target population**

The target population was all the employees of the stratified large scale mining companies in the selected cluster, north- north Eastern Ethiopia. The total population size is all the employees of this stratified large scale Mining companies, estimated as 152, as shown in Table -2 below.

The sampling frame was the population targeting all employees of the selected mining companies. It was expected to include all employees working in different units in the company head office as well as the operational site at the selected cluster, North to Northeastern Ethiopia.

Table 3. 1. Selected Large Scale Mining License companies of the North to North eastern Ethiopia

No .	Licensee Name	LICENSE_TYPE	Mininig Scale	MINE_RAL TYPE	REGI ON	Wered a	Status	Estimate d No. of Employe e	H O*	At mining site
1	Afar Salt Production S.C.	Mining	Large	Salt	Afar	Afdera	Active mine	64	23	41
2	Afdera Salt Production Plc	Mining	Large	Salt	Afar	Afdera	Not Active mine	3	2	1
3	Erta Ale Salt Work P.L.C.	Mining	Large	Salt	Afar	Afdera	Active mine	21	5	16
4	Lucy Salt Producing Plc	mining	Large	Salt	Afar	Afdera	Active mine	3	1	2
5	Yara Dallol B.V.	Mining	Large	Potash	Afar	Dallol	No active Mine (on Deve't)	41	8	33**
6	Circum Minerals Potash Plc	Mining	Large	Potash	Afar	Dallol	No active Mine (on Deve't)	11	7	4
7	Harvest Mining P.L.C	Mining	Large	Gold & silver	Tigray	N. West Tigray	No active Mine (on Deve't)	9	4	5
							Total:	152	50	102

\*= Head office, \*\* includes subcontractor's employees working for client full time.

Source: Mineral Licensing and Administration Directorate, Ministry of Mines and Petroleum, May 2019. Source for number of employees is from each Licensee's managers of each companies.

### **3.3. Research Design**

The research was designed to conduct both descriptive (qualitative) and causal (quantitative) studies in order to investigate the different factors of the employee's job satisfaction and their relationship (effect) with the voluntary turnover intention. Mixed methods researchers use theory either deductively (as in quantitative research) or inductively (as in qualitative research), (Creswell, 2009, p.76). The sequential explanatory study has been applied in this research that the descriptive quantitative data analysis was conducted in the first step including the inferential analysis and then followed by causal research of qualitative analysis.

Descriptive study was aiming to investigate the mathematical quantities such as frequency, mean, standard deviation and others that describes and interpret some of the properties of the data collected from the survey. Descriptive analysis of data for variables in a study includes describing the results through means, standard deviations, and range of scores, (Creswell 2009, p.209). Creswell (2009) also defines the qualitative analysis as it is the process of research involves inductively building from particulars to general themes'.

The causality studies were conducted quantitatively, and inferential statistical analyses were employed based on probability theory for deducing (inferring) the properties of a population from the analysis of the properties of a data sample drawn from into different variables. Researchers use theory in a quantitative study to provide an explanation or prediction about the relationship among variables in the study, (Creswell, 2009, p.76).

#### **3.3.1 Data source and type**

Since this study would need to get data and information about the indicated factors of employee's jobs satisfaction as mentioned in the conceptual model the primary source of data was from the survey of employees at the targeted mining companies in Ethiopia. Thus, collection of primary data through questionnaire was suitable survey for this study targeting the employees of different level who were working at the operation site as well as at their head offices of the companies under investigation.



Then the employee's job dis-satisfier and satisfier factors feedbacks were collected through this survey instrument for employees located at their head offices and exploration/production sites of the selected clustered mining companies.

In addition to this, data were collected from Ministry of Mines and Petroleum, and active large scale mining license companies of the selected cluster area (north to northeastern Ethiopia) such as from internal and official reports (annual, six months, quarters and other briefings, memos), manuals, Standard Operation procedures, Internal publications, human resources data base systems of the companies. All the data were assessed as deep as possible towards the objective of the study.

The previous research papers and articles, journals, Journals, Publications and books (for assessing theories, case studies and principles related to the topic), and Internet information were assessed to understand the existing findings and applicable practices in relation to the topic of the research.

It means all possible sources of primary and secondary data were investigated including all available data of the selected mining companies.

### **3.3.2 Sampling methods**

As explained in section 3.2, about the target population, non- probability purposive sampling method was applied to select the target population from the stratified mining license companies of the north-northeastern Ethiopia.

The sampling method was census that it was conducted by the researcher based on the information collected from the human resources departments of each of the selected companies. The sample size determination formula, however, didn't apply for the base case sample size in this research as the target population was not very large in the selected study area. Thus, as it has been indicated in the earlier section that the total population size was estimated 152 and the sampling frame was consisting of all employees of the stratified mining companies in the selected cluster, North to Northeastern Ethiopia. The sample unit was an employee in the target population.

Each employee of the given mining company was well oriented and communicated about the survey and administered to fill in the scheduled questionnaire from the targeted population.

The data was collected based on census survey due to the population size was not considered to be large, and it was also most appropriate from physiological point of view that getting an individual employee's feeling (job's satisfactions) reflects the internal feeling of the personnel in order to understand their voluntary turn over intention instead of other types of sampling method.

### **3.3.3 Data collection method/technique**

In this research study, since the main objective was to investigate the characteristics of the employees job satisfaction's independent variables and their relationship with employees turnover intention it was required to prepare administered questionnaire (schedule) in order to answer the proposed questions of the research from the respondents in qualitative way.

Then the data was collected based on scheduled questionnaire from all the target population, based on census survey as the population size was not considered to be large, and it was most appropriate from physiological point of view that getting an individual employee's feeling (job's satisfactions) reflects the freedom for internal feeling instead of other methods of data collection in order to understand the different facets of job satisfaction and their relationship with the voluntary turn over intention.

From the previous empirical studies and research works the satisfaction of an individual is part of the psychological and personal feelings that it is best proved to collect data from questionnaires, especially the Minnesota Satisfactory Questionnaire (MSQ), 1977 is the tested instrument on the vocational psychology research among other types and contents of questionnaires. The MSQ which is the second most popular measure of job satisfaction in use was developed in 1967 by Weiss and Associates, Prando, 2006. According to Worrell, 2004, the MSQ is designed to measure specific aspects of an employee's satisfaction with his/her job. It provides more information on the rewarding aspects of a job rather than more general measures of job satisfaction. Worrel, 2004 asserts that the MSQ has been widely used in studies exploring client vocational needs, in counseling follow-up studies and in generating information about reinforces in jobs.

It should also be emphasized that this study was a cross sectional research. Other methods of sampling such as data collection through observation could take longer time than the time given for such research study as well as observation may not be a better means of collecting the intention and feelings of employees as good as the MSQ (1977). Similarly the Focused Group Discussion type of data collection would not also give psychological freedom to express and get feelings of employees and extract data for analysis. Cohen et al. (2007:158) argue that questionnaires encourage the respondents to be honest because they answer anonymously, and the instrument is more economical than interviews.

The main factors of job satisfaction both the dependent and independent variables were itemized and assessed in the “Likert” scale of the modified short form of the questionnaire, MSQ-1977. The five-point Likert scale questionnaire (1=strongly agree, 2= agree, 3.Neutral, 4. Disagree, 5. Strongly Disagree) were used to measure the level of job satisfaction and turnover intention. This instrument was used to collect and understand the employee’s level of satisfaction, and analyzed and measured the respondent’s feedback including the relationship that helped to address the turnover intention. The questionnaire which was used for this research questions was the modified version of MSQ (Minnesota Satisfaction Questionnaire) which was known as a standard to address and collect data on the main facets of job satisfaction factors and turnover intention, in the area of human psychology.

The questionnaire has two parts. The first part of the questionnaire is about the demographic characteristics of respondents. The second part of the questionnaire is about employees’ perception about factors that affects job satisfaction and then may causes turnover of employees. The types of data from the two parts of the questionnaire are ordinal, continuous and nominal scale variables.

### **3.3. 4 Sampling Procedure**

The content of questionnaire (MSQ) was prepared and formatted to the standard Likert scale with the clear procedure in the general introduction part of it as to how the respondent could fill in it, (please refer in Annex-1), of this study. For the comfort of the understanding of most of the respondents, after it was checked the validity of the questionnaire which was originally

prepared in English, translated into Amharic language that conveys the same and exact message as the English version.

The data collection procedure was developed in detail including the time when to meet the employees in best suitable manner so as to fill in the questionnaire (schedules) including when to travel to their mineral exploration and/or Mine production sites, at the North and Northeastern Ethiopia.

The researcher was the coordinator and driver of the data collection from scheduled questionnaire together with identified assistants from each company with the help of the respective managers, and remuneration was also quantified and settled clearly during the actual data collection period. Since the major targeted sampling frames are found outside of the city, Addis, additional expenses for logistics, transport, stationeries and estimated duration of work were considered in the budget and executed accordingly.

### **3.4. Data processing and Analysis**

The collected data from the questionnaire's survey were first edited for its completeness (checking omission and uniformity), consistency, legibility, and accuracy before they were coded for further classification, tabulation and analysis using SPSS software in order to run for findings against the research objectives, questions and hypotheses.

Then the data was coded, i.e. Process of identifying the respondents, giving code and assigning a numerical score or/and character such as nominal, ordinal and scale (continuous) based on the identified parameters (variables) of the sampling in the given population data entry using the statistical package for social sciences software, (SPSS) version 20. The coded qualitative data was then classified (i.e. process of arranging data into sequences and groups according to their common/degree of characteristics) and tabulated in order to analyze them quantitatively and qualitatively.

Some of the information required to be analyzed from tabulated data in descriptive statistics were the percentage of the classified data, the central tendency (arithmetic mean, mode and median) that could help to understand and prove/deny the initial objectives/questions of the research study.

Measurements of dispersion were calculated and shown in different types of scatter plots and graphs. The measurements of dispersion are the range, mean (average) deviation and standard deviation.

The data were tabulated, plotted and presented in graphs (simple, component and other bar graphs, histogram, and charts for easy presentation to any reviewers, and decision makers informed judgement.

In addition to this, quantitative data analysis using inferential statistics was employed to test some of the correlations of bivariate, i.e. to test and assess the strength of association between dependent variable with the independent variables. The researcher has also employed additional inferential statistics such as multiple regression analysis to examine the prediction strength of each independent variable for the overall dependent variable (turnover intention).

### 3.5. Validity and reliability test

#### 3.5.1 Validity

Validity refers to whether an instrument measures what it was designed to measure; Hair et al. (2007) in Yesu T, (2018) MBA thesis defined the validity as “the degree to which a measure accurately represents what is supposed to”.

Validity is concerned with how well the concepts are defined by the measure (s). It also refers to the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration. However, an instrument cannot measure the attribute of interest if it is unpredictable, inconsistent, and inaccurate.

Leary, 2004 mentioned about four types of validity: Internal validity, External validity, construct validity, and Statistical conclusion validity. These different types of validities were considered for this specific research in the following section.

**Internal Validity:** is how the findings of the research match reality and as the researcher study the things that are aimed to be measured. As this specific study is cross-sectional field survey based on the tested instrument of MSQ the internal validity is addressed. The other measure of internal validity is whether the finding shaves strong foundation or not. Therefore,

the finding in this specific study was strongly supported by the reality in the context and the general theory in the field. The larger the sample size, the greater the chance the study is internally valid (Chung et al., 2015)

**External Validity:** It refers to whether the observed associations can be generalized from the sample to the population, or to other people, organizations, contexts, or time, Leary (2004) in Yesu T., 2018 thesis. The more representative, the more confident we can be in generalizing from the sample to the population. Hence, the researcher addressed this validity by taking adequate sample that can represent the population. In addition, all items in the instrument, the MSQ questionnaire are well developed and tested as a standard questionnaire (with some modification) for addressing the human vocational psychological feeling.

**Construct Validity:** It examines how well a given measurement scale is measuring the theoretical construct that it is expected to measure. It can be classified as face validity and content validity.

Face validity refers whether the instrument is measuring what it claims to measure. We use content validity when we want to find out if the entire content of the behavior/ construct/ area is represented in the test. We compare the test task with the content of the behavior. This is a logical, not an empirical one. Many constructs in social science research such as empathy, resistance to change, and organizational learning are difficult to define, much less measure. We can also assess the degree to which individual items represent the construct being measured and cover the full range of the construct (content validity), Yesu T. (2018).

In this study, the researcher tried to address the construct validity through the review of literature and adapting instruments used in previous research, that is, the MSQ standard, which is widely accepted instrument for social science (Psychology), and also collect data to demonstrate that the empirical representation of the independent variable produces the expected outcome.

**Statistical Conclusion Validity:** It examines the extent to which conclusions derived using a statistical procedure was valid. Because qualitative research designs do not employ statistical tests, and statistical conclusion validity is not applicable. This type of validity was addressed through selection of the right statistical method used for measuring the variables. This specific study has employed quantitative analysis both the descriptive and inferential statistical analysis, and it was tested against statistical conclusion validity.

### 3.5.2 Reliability

Reliability, as defined by Cohen, et al. (2007:146), is the consistency, dependability and replicability of the measuring instrument over time, and with the same respondents. Reliability refers whether an instrument can be interpreted consistently across different situations. Reliability differs from validity in that it relates not to what should be measured, but instead to how it is measured. Hair et al. (2007) defines reliability as the extents to which a variable or a set of variables is consistent in what it is intended to measure. Duffy, Duffy, and Kilbourne (2001) asserted, Cronbach's  $\alpha$  measure the consistency with which participants answers items within a scale. Duffy et al. (2001) further stated, a high  $\alpha$  (greater than .60) indicates that the items within a scale are measuring the same Construct.

The Cronbach's alpha reliability test was calculated using SPSS software, version 20 and the result is shown in table 3.5.

Table 3. 2. Case Processing Summary

Case Processing Summary			
		N	%
Cases	Valid	134	100.0
	Excluded <sup>a</sup>	0	.0
	Total	134	100.0
a. Listwise deletion based on all variables in the procedure.			

Table 3. 3. Reliability Statistics

Cronbach's Alpha	N of Items
.927	48

Table 3. 4: Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
170.8433	636.795	25.23479	48

Based on the Cronbach's alpha's scale statistical test shown in table 4.2.3 above, it can be understood that the total number of items were 48, and their scale value mean became 170.9, assuming the probability of the scale value for 48 items and 134 respondents could range from 48 to 675, (i.e.  $134 * 5 = 675$ ), with variance of 637, and standard deviation 25.24. The Cronbach's alpha shows that the data were collected with very high reliability value of 0.927, which is closer to 1, the best reliability value of alpha.

The reliability statistics for internal consistency of each variables is also calculated in table 4.4 below that the above tables Cronbach's alpha is the summation of each of the variables scale statistics.

Table 3. 5: Reliability Statistics for internal consistency of the instrument for each variable

<i>measure of the</i> Variables Scale	No of Items	Cronbach's Alpha	Scale Statistics for each variables		
			Mean	Variance	Std. Deviation
The work itself (Q-1)	8	.870	31.4925	26.989	5.19506
Recognition (Q-2)	3	.838	10.4851	6.598	2.56856
Company policy (Q-3)	5	.880	17.0672	16.379	4.04709
Relationship- supervisor (Q-4)	9	.944	34.4851	49.740	7.05269
Co- workers (Q-5)	4	.931	16.0672	7.266	2.69558
Pay (salary) and benefits (Q-6)	6	.730	20.1866	34.348	5.86075
The Working conditions/ Environment (Q-7)	4	.871	13.1642	14.078	3.75208
Promotion/ career development and rewards (Q-8)	4	.578	13.0448	19.487	4.41437
Turnover intention (Q-9)	5	.841	14.8507	15.361	3.91931



## CHAPTER FOUR

### 4. RESULTS AND DISCUSSION

#### 4.1 Introduction

In order to achieve the objective of the research study, which was the empirical research on the effects of employee's job satisfaction on turnover intention on the selected large scale mining companies in Ethiopia, the relevant and extensive previous works were reviewed, conceptual frame work was indicated in relation to dependent and independent variables, and the methodology and research design were prepared, and survey data were collected from the target population based on the previous chapters: Chapter one to three.

Then, this chapter covered and assessed the presentation of the collected data and analyzed them the results and discussion both quantitatively and qualitatively. The analysis results were presented in tables and graphs as shown in the next sections of this chapter.

Based on the justifications mentioned in the research design, chapter three, the Likert scale questionnaire was the survey instrument that had five scales ranging from five to one; where 5 represents strongly agree, 4 agree, 3 Neutral, 2 disagrees, and 1 strongly disagrees. These five scales are treated as interval scale to conduct statistical analysis. Harry and Deborah (2012) stated that Likert scale data can be analyzed at the interval measurement scale. Likert scale items are created by calculating a composite score (sum or mean) from four or more type Likert-type items; the composite score for Likert scales can be analyzed at the interval measurement scale. Descriptive statistics recommended for interval scale items include the mean for central tendency and standard deviations for variability. They stated that data analysis procedures used for interval scale items would include the Pearson and regression procedures.

According to Neuman (2007), interval measurement scale is used to analyze liker scale data. Likert scale items are created by calculating a composite score (sum or mean) from four or more type Likert-type items; therefore, the composite score for Likert scales were analyzed at the interval measurement scale.

Descriptive statistics recommended for ordinal measurement scale items include a mode or median for central tendency and frequencies for variability. Additional analysis procedures appropriate for ordinal scale items include the chi-square measure of association, Kendall Tau B, and Kendall Tau C., Harry and Deborah, 2012.

The questionnaire of this research study was developed as Likert scale rather than Likert type therefore Likert items were calculated (sum or mean) for statistical analysis.

In order to assess the relationship between dependent variable and independent variables, Correlation and regression analysis were conducted for scale typed questionnaire's items.

Based on the information from the comparative study target population it was planned to collect data from all the employees of the target population (mining companies). Thus, a total of 152 questionnaires were planned to be distributed, 137 questionnaires were able to be filled in and collected from the target population. Out of 137 questionnaires three of them were not properly responded, i.e. some of the Likert scale question items were unanswered in 2 questionnaires, and one questionnaire was almost not filled in due to the respondent's own right not to share the feeling.

Summary of the respondents versus planned population was analyzed and shown below in table 4.1.

The collected data were presented and analyzed using SPSS version 20 software. The study used correlation analysis to measure the degree of association between different variables under consideration. Regression Analysis was also used to test the effect of independent variable on dependent variable.

Table 4. 1: Summary of the respondents versus planned population

Planned total respondents	152	100%
Collected respondents	137	90.13%
Rejected due to completeness	3/137	2.19 %
Completed respondents	134/137	97.81 %

## 4.2 Demography of the respondents

The demography of the respondents descriptive data presentation and analysis included the gender, age, education level, employment tenure, experience in their respective mining company as shown in the following tables and sections. Descriptive statistics was performed on the demographic variables as a means of describing the respondents.

Table 4. 2: The descriptive statics of all the demographic variables

Statistics							
		Q. 01: Gender	Q. 02: Age	Q.03: Schooling	Q. 04: Job Position	Q. 05: Type of Job	Q. 06: Experience in Mining Company
N	Valid	134	134	134	134	134	134
	Missing	0	0	0	0	0	0
Mean		1.17	2.09	4.30	2.55	1.72	1.61
Mode		1.00	2.00	3.00	3.00	2.00	1.00
Std. Deviation		0.38	0.84	1.83	0.71	0.45	0.76
Variance		0.14	0.70	3.34	0.50	0.20	0.59
Minimum		1.00	1.00	2.00	1.00	1.00	1.00
Maximum		2.00	4.00	7.00	3.00	2.00	4.00

### 4.2.1 Gender

The study sought to determine the gender distribution of the respondents in order to establish if there was gender balance of employment participation in the selected mining companies. Thus, the percentage of male from the respondents was 82.8 %, and the female respondents from the population were 17.2 %. The descriptive analysis of gender is shown in table 4.2 and figure 4.1 below.

Table 4. 3: The respondent's gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Male	111	82.8	82.8	82.8
	Female	23	17.2	17.2	100.0
	Total	134	100.0	100.0	

### 4.2.2 Age distribution

The study also further established respondent's age distribution categorized in a range indicated in following table, Table 4.4.

Table 4. 4: The age of respondents

		<b>Age</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-28	32	23.9	23.9	23.9
	29-39	67	50.0	50.0	73.9
	40-50	26	19.4	19.4	93.3
	51 and above	9	6.7	6.7	100.0
	Total	134	100.0	100.0	

As seen from this table, table 4.4, the age of half of the population of this study ranges from 29-39 years, and the next dominant age was also younger than this age range, i.e. from 18-28 years old. The remaining age ranges of the sample population account for about 26.1%.

### 4.2.3 Educational back ground of the respondent

From the Table 4.5 below majorities (29.9%) of the respondents have bachelor, 16.4 % have Masters, and 15.7 % have 10 + 2 Diploma and while the remaining significant share of the employees (21.6 %) have education level below grade 12. The TVET level 1-4 educational background also contributed 11.2 % of the respondents. But the overall respondents' education level was well educated, i.e. 10+2 diploma and above accounted for about 62 %. This information also therefore indicates that the respondents have good to very good understanding and knowledge to respond reliable and relevant information.

Table 4. 5: The education level of the respondents

<b>Schooling/Education level</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Masters	22	16.4	16.4	16.4
	Bachelor	40	29.9	29.9	46.3
	10+2 Diploma	21	15.7	15.7	61.9
	Certificate	7	5.2	5.2	67.2
	TVET: level 1-4	15	11.2	11.2	78.4
	below grade 12	29	21.6	21.6	100.0
	Total	134	100.0	100.0	

#### 4.2.4 The job tenure of respondents in their respective mining company

The table below, Table 4.6, shows that the respondents at position of managerial and senior expert/team leader were contributing 32.1% of population, which were among the 62% of them from the diploma up to master’s level of the educational background population. The remaining 67.9 % of the job position was below senior expert level where as the education level was not necessarily below diploma level. There were employees working in these selected companies below senior expert level whose education level was above 10+2 diploma level that contributed about 67.9%.

Table 4. 6: Job position of the respondents

<b>Job Position</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Managerial	17	12.7	12.7	12.7
	Senior expert, Team leader	26	19.4	19.4	32.1
	below senior expert	91	67.9	67.9	100.0
	Total	134	100.0	100.0	

#### 4.2.5 The type of job

The job that was directly related to the core competency in the mining sector contributed 28.4% and the remaining type of jobs were the support staff which was 71.6%.

Table 4. 7: The type of job of the respondents

Type of Job					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Direct Core competence	38	28.4	28.4	28.4
	Support team	96	71.6	71.6	100.0
	Total	134	100.0	100.0	

#### 4.2.6 Experience in the mining company

From the analysis shown majority of (52%) the employees had work experience between 1 to 5 years, and the next higher percentage (33.6%) of work experience was from 6 to 10 years, 10.4 % accounted for the experience between 11 to 15 years' work experience and while the rest (2.2%) had work experience in the corresponding mining company for 16 and above year.

Table 4. 8: Respondent's experience in the mining company

Experience in Mining Company					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 years	72	53.7	53.7	53.7
	6-10 years	45	33.6	33.6	87.3
	11-15 Years	14	10.4	10.4	97.8
	16 and above years	3	2.2	2.2	100.0
	Total	134	100.0	100.0	

### 4.3 Descriptive Statistics of the variables

Based on the survey’s instrument, which was the modified Minnesota Satisfactory Questionnaire, the responses for the different scale variables were analyzed in SPSS, version 20 software, and their statistical information for each variables were described in the following sections.

#### 4.3.1 The variable “work itself”

The “work itself” was one of the independent variables in the descriptive analysis consisting of 8 items showing the mean value of 3.94 from 134 population as shown in the next table, Table 4. 9.

Table 4. 9: Statistics for the independent variable -1: ‘the work itself’

<b>Descriptive Statistics for variable 1: The work itself, and its items from Q1.1-Q1.8</b>										
		The work Itself-1	Q1.1	Q1.2	Q1.3	Q1.4	Q1.5	Q1.6	Q1.7	Q1.8
N	Valid	134	134	134	134	134	134	134	134	134
	Missing	0	0	0	0	0	0	0	0	0
Mean		3.94	4.13	4.10	4.07	4.00	4.07	3.87	3.68	3.57
Std. Deviation		0.65	0.79	0.85	0.86	0.88	0.82	0.98	0.99	0.99
Variance		0.42	0.63	0.72	0.73	0.78	0.68	0.95	0.97	0.98
Minimum		1	1	1	1	1	1	1	1	1
Maximum		5	5	5	5	5	5	5	5	5

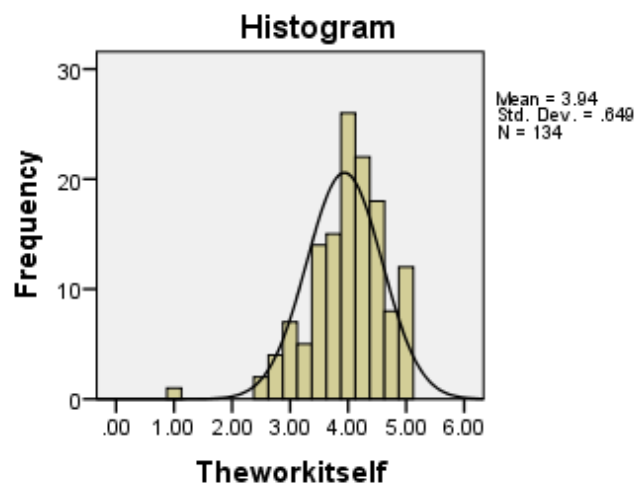


Figure 4. 1 Histogram for variable “The work itself”.

From the above histogram and the descriptive statistics of this variable, 83.4% of the respondents showed that the value was above 3.25, indicating that most respondents were satisfied and strongly satisfied with their work itself. Thus the skewness of this variable was also towards negative direction with value of (-0.906).

This variable had eight items including about the nature of the job keeps the employee busy (active), the chance of working alone, doing different things in a given job position, and testing some of individual employee’s ideas in morally acceptable ways that employees responded their feeling as satisfied or above level of satisfaction.

However, item 1.8 (please see Annex-1 MSQ’s questionnaire) among all other item questions of this variable in relation to “the way for an employee’s job provides steady employment” had lowest mean value of 3.6 that 33 % the respondents showed neutral feeling, and 11 % of them were either dissatisfied or strongly dissatisfied. For this item, item 1.8, only about 56 % of the respondents have feedback to agree or strongly agree level of feeling.

The next lower mean value is for the item “the chance of having the direction for other workers” with value 3.7. The remaining item have the mean values range from 3.8 to 4.2.

#### 4.3.2 The variable “Recognition”

The “Recognition” is one of the independent variable in the descriptive analysis consisting of 8 items showing the mean value of 3.94 from 134 population as shown in the next table, Table 4. 10.

Table 4. 10: Descriptive statistics for Variable “recognition”.

<b>Descriptive Statistics for variable 2: Recognition, and its items from Q2.1- Q2.3</b>					
		Recognition-2	Q2.1	Q2.2	Q2.3
N	Valid	134	134	134	134
	Missing	0	0	0	0
Mean		3.50	3.43	3.72	3.34
Mode		4.00	4.00	4.00	3.00
Std. Deviation		0.86	1.11	0.88	0.95
Variance		0.73	1.24	0.77	0.90
Minimum		1.00	1.00	1.00	1.00
Maximum		5.00	5.00	5.00	5.00



As shown in the table, Table 4.10. the independent variable “recognition” consisting of three items have a mean value of 3.5, and each items did not have a big difference in their mean value. The highest mean value, 3.72 was from item 2.1, which was the responses of the question about ‘The social position in the community that goes with the job’ and contributed a bit high above the mean of all items. It can be understood that employee’s job satisfaction towards recognition was indicated as the employee works with high sense of feeling for the community. It is also noted that ‘recognition’ values had significant standard deviation from the mean value indicating that there was no consistent feeling among all the responses.

### 4.3.3 The variable “Company Policy”

The mean value of the respondents on the variable “company policy” was 3.41 that the five items in this variable also didn’t have big differences of values of each respective mean as shown in table below.

The standard deviation for item question 3.1 (about the policies and practices toward employees of this company) and item 3.4 (The way the company treats its employees) were higher as compared to the remaining items Standard Deviation that led relatively to higher mean value and variance. The value 4 was also the highest response of Likert value, i.e. mode of the population, as seen on the histogram Fig. 4. 2.

Table 4. 11: Descriptive Statistics for variable “Company Policy”, and its items from Q3.1- Q3.5

<b>Descriptive Statistics for variable 3: Company Policy, and its items from Q3.1- Q3.5</b>							
		Company-Policy-3	Q3.1	Q3.2	Q3.3	Q3.4	Q3.5
N	Valid	134	134	134	134	134	134
	Missing	0	0	0	0	0	0
Mean		3.41	3.46	3.43	3.34	3.43	3.42
Mode		4.00	4.00	4.00	4.00	4.00	3.00
Std. Deviation		0.81	1.02	0.93	0.98	1.02	0.97
Variance		0.66	1.05	0.86	0.96	1.04	0.94
Minimum		1.00	1.00	1.00	1.00	1.00	1.00
Maximum		5.00	5.00	5.00	5.00	5.00	5.00

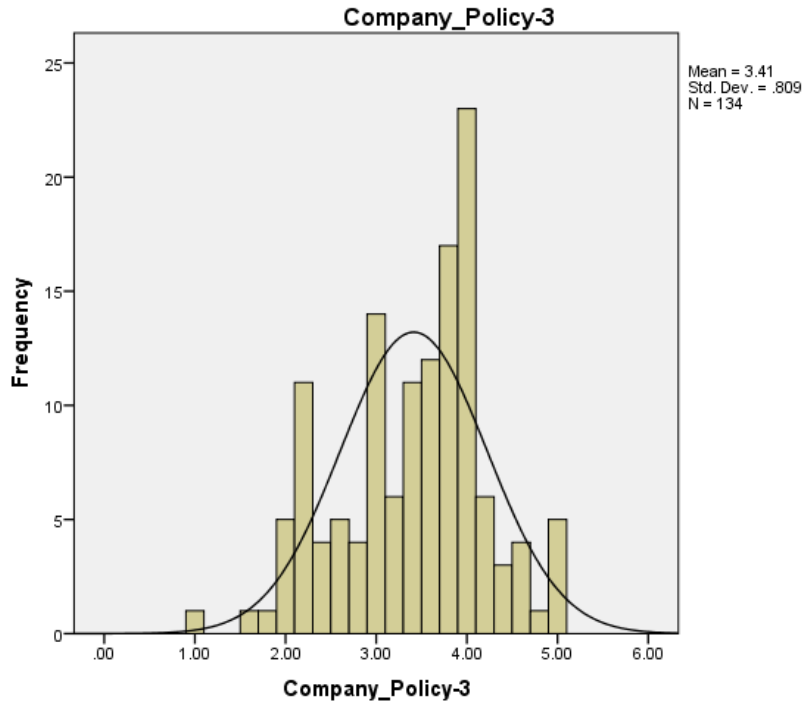


Figure 4. 2: Histogram of the respondents value for the variable “Company Policy”.

#### 4.3.4: The variable “Relationship with supervisor”

There are eight items in this variable that each mean value of the items as shown in the table 4. 12 below were not significantly different from the mean value (3.83) of the variable. The mode value for all items tends to be highest for value 4, and the skewness was towards the left, negatively as shown in figure 4. 3.

Table 4. 12: The Statistics of the variable relationship with supervisor and its 8 items

		Statistics								
		Relationship/ Supervisor-4	Q4.1	Q4.2	Q4.3	Q4.4	Q4.5	Q4.6	Q4.7	Q4.8
N	Valid	134	134	134	134	134	134	134	134	134
	Missing	0	0	0	0	0	0	0	0	0
Mean		3.83	3.78	3.81	3.99	3.77	3.93	3.82	3.80	4.00
Std. Deviation		0.78	0.92	1.01	0.82	0.98	0.95	0.96	0.99	0.89
Variance		0.61	0.85	1.01	0.67	0.96	0.91	0.92	0.97	0.80
Minimum		1.78	1.00	1.00	2.00	1.00	1.00	1.00	1.00	2.00
Maximum		5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00

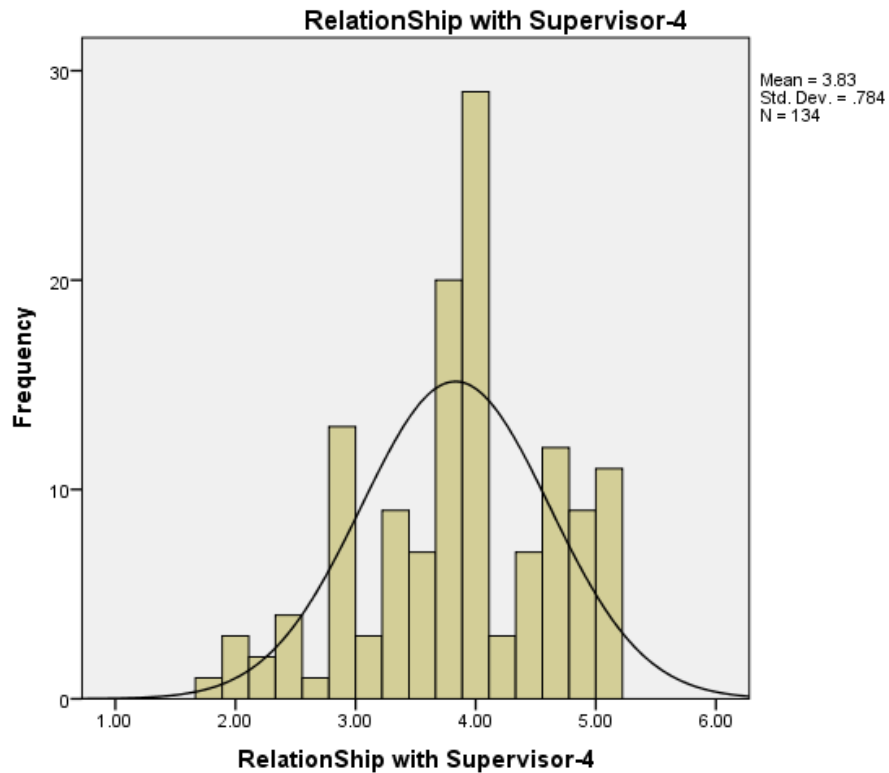


Figure 4. 3. Histogram for variable “relationship with supervisor”

#### 4.3.5 The variable for “coworkers”

The variable ‘coworkers’ had mean value of 4.02 that the items in this variable were all 4 and each items of this independent variable was shown in table 4.13. The mean value of item Q. 5.4, i.e. the question about “the friendliness of my coworkers” had the lowest mean value among all others with the value 3.95. The highest frequency value of the respondents for this variable was 4 as seen both in the statistics table, Table 4.13 and the histogram in Figure 4.3.

Table 4. 13: Statistics of the variable “coworkers” and its 4 items

		Statistics				
		Coworkers5	Q5.1	Q5.2	Q5.3	Q5.4
N	Valid	134	134	134	134	134
	Missing	0	0	0	0	0
Mean		4.02	4.09	4.04	3.99	3.95
Mode		4.00	4.00	4.00	4.00	4.00
Std. Deviation		0.67	0.71	0.76	0.73	0.76
Variance		0.45	0.50	0.58	0.53	0.58
Minimum		2.00	2.00	2.00	2.00	2.00
Maximum		5.00	5.00	5.00	5.00	5.00

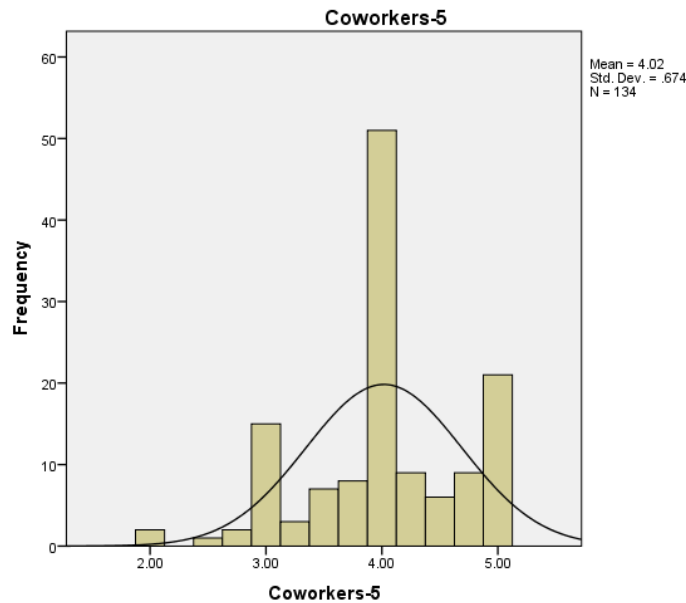


Figure 4. 4: The histogram for the variable ‘coworkers’ that skewed negatively

#### 4.3.6: The variable for “Pay and benefit”

The mean value of each items of this variable was shown below in Table 4. 14 that item Q.6.4 had the lowest of all other mean, and it had also multiple mode as shown on Figure 4.5. This item question was requesting the respondents about “the chances for up to date salary increases”, and there were dominant respondents who preferred to be neutral rather than choosing other values. Consequently, the mode was high and the mean value of this item became lowest of all.

Table 4. 14: Descriptive statistics for variable “Pay and Benefit”

Statistics								
		Pay and Benefit-6	Q6.1	Q6.2	Q6.3	Q6.4	Q6.5	Q6.6
N	Valid	134	134	134	134	134	134	134
	Missing	0	0	0	0	0	0	0
Mean		3.33	3.37	3.25	3.40	3.21	3.31	3.43
Mode		4.00	4.00	4.00	4.00	3.00 <sup>a</sup>	3.00	3.00
Std. Deviation		0.84	1.02	1.07	1.04	1.09	1.06	0.91
Variance		0.70	1.05	1.14	1.08	1.19	1.12	0.83
Minimum		1	1	1	1	1	1	1
Maximum		5	5	5	5	5	5	5
a. Multiple modes exist. The smallest value is shown								

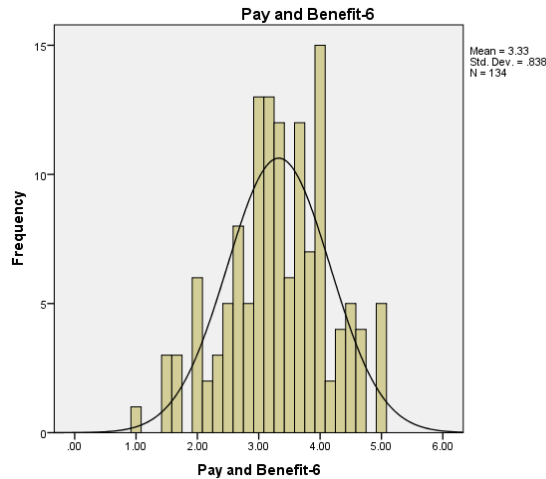


Figure 4. 5: Histogram for the variable ‘pay and benefit’ showing multiple mode at value 3.

#### 4.3.7: Descriptive Statics for the variable ‘the working condition-Environment’

The mean value of this variable, working condition/environment was 3.29 whereas the items Q.7.3 had the highest mean value 3.42, and the content of the question was about ‘the level of present job is in Stressful work environment’ that dominant responders agreed in this statement. The next higher mean value was for the item Q7.4 that the content of the questionnaire was about the ‘The way I feel overall work environment of the office/mine site’ and respondents replied to be satisfactory. On the other hand, the first two items: Q7.1 and 7.2 mean values were close to the variable mean value, and the mode was found to be 3.

Table 4. 15: Descriptive statistics for variable “The working condition/Environment”

		Statistics				
		The Working Condition Environment-7	Q7.1	Q7.2	Q7.3	Q7.4
N	Valid	134	134	134	134	134
	Missing	0	0	0	0	0
Mean		3.29	3.19	3.20	3.42	3.36
Mode		3.00	3.00	3.00	4.00	4.00
Std. Deviation		0.94	1.20	1.14	0.99	1.08
Variance		0.88	1.43	1.30	0.98	1.16
Minimum		1.00	1.00	1.00	1.00	1.00
Maximum		5.00	5.00	5.00	5.00	5.00

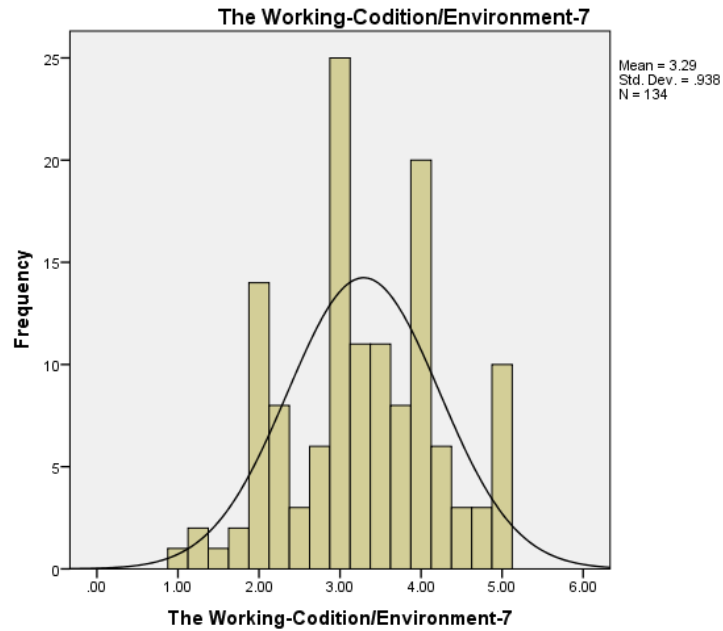


Figure 4. 6: Histogram for the variable “the working condition/Environment

#### 4.3.8: Descriptive Statics for the variable ‘Promotion- Career Development and rewards’

The mean value of the variable called ‘promotion/career development and rewards’ was 3.2 with the mode value of all items was 3 except the item Q.8.3 that this item had the highest mean, 3.38, and the mode value of also 4. The content of this question which contributed to higher mean value and mode was about the “The chances/opportunities for advancement on this job”. The dominant mode value was clearly shown on the histogram in Figure 4. 6.

Table 4. 16: Descriptive statistics of the variable “promotion, career development and rewards”

		Statistics				
		Promotion, Career Development And Rewards-8	Q8.1	Q8.2	Q8.3	Q8.4
N	Valid	134	134	134	134	134
	Missing	0	0	0	0	0
Mean		3.20	3.11	3.04	3.38	3.28
Mode		3.00	3.00	3.00	4.00	3.00
Std. Deviation		0.87	1.01	1.00	0.96	0.97
Variance		0.76	1.02	1.00	0.93	0.94
Minimum		1.00	1.00	1.00	1.00	1.00
Maximum		5.00	5.00	5.00	5.00	5.00

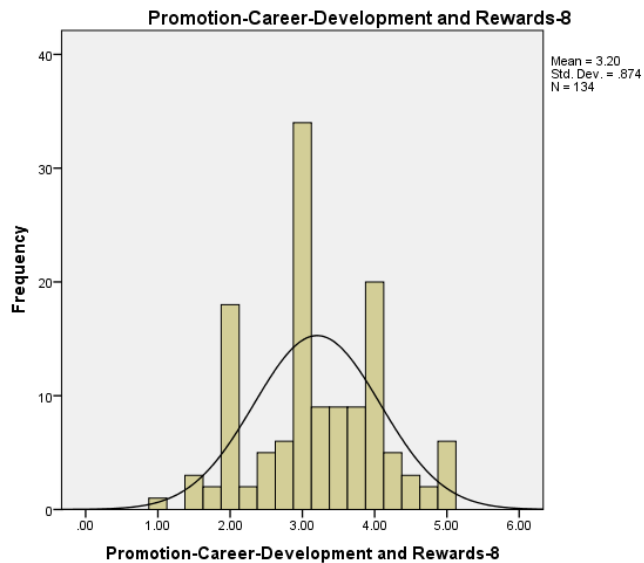


Figure 4. 7: Histogram for the variable “promotion Career development and rewards”

#### 4.3.9: Descriptive Statics for the variable ‘turn over intention’

The mean value of the variable turnover intention is 2.97, or also it can be said just 3, which was the neutral value chosen to be “neither dissatisfied nor satisfied” in responding to the questionnaire given. It can be understood the respondents might have the feeling to be neutral to mention themselves and may be noting the consequence of mentioning something agree or disagree would have impact in the company the employee is working. The mean value of each of the items of this variable was also not different from the mean of the variable which could be thought of the same feeling as explained earlier for each question raised to get the employee’s feeling. The frequency of the value 3 was the highest and constituted about 50% of the population as shown from the histogram in figure 4. 8 below.

Table 4. 17: Descriptive statistics for the variable ‘turn over intention’

		Statistics					
		Turn over intention-9	Q9.1	Q9.2	Q9.3	Q9.4	Q9.5
N	Valid	134	134	134	134	134	134
	Missing	0	0	0	0	0	0
Mean		2.97	2.93	2.89	3.08	2.95	3.00
Mode		3.00	3.00	3.00	3.00	3.00	3.00
Std. Deviation		0.78	0.94	0.97	1.04	1.04	1.02
Variance		0.61	0.89	0.94	1.08	1.07	1.04
Minimum		1.00	1.00	1.00	1.00	1.00	1.00
Maximum		5.00	5.00	5.00	5.00	5.00	5.00

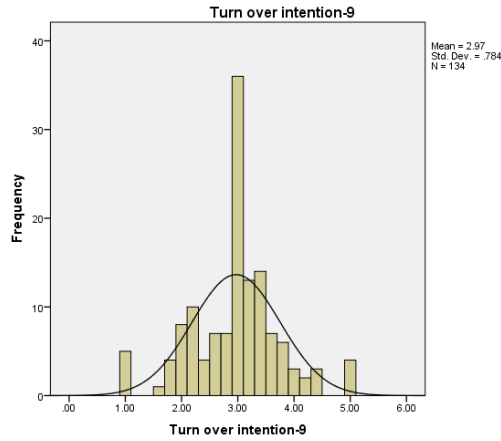


Figure 4. 8: Histogram for the variable ‘turnover intention’

#### 4.3.10: Descriptive statistics for all variables

Descriptive statistics for all variables based on the sum and mean values of each items from all the respondents was shown in the following table, Table 4.18. The descriptive Statistics of all the variables was computed based on all variables and their items mean values.

From the table 4.18, it can be understood that the population sample size (N) was 134, and the respondents Likert scale value ranges from 1 to 5 that became the basis for the calculation of the dispersion, central tendency and the data distribution of the values of the respondents.

Table 4. 18: Descriptive statistics for all variables

Variables	N	Minimum	Maximum	Mean	Std. Deviation	Variance
The work itself	134	1.00	5.00	3.9366	.64938	.422
Recognition	134	1.00	5.00	3.4950	.85619	.733
Company Policy	134	1.00	5.00	3.4134	.80942	.655
Relationship with Supervisor	134	1.78	5.00	3.8317	.78363	.614
Coworkers	134	2.00	5.00	4.0168	.67389	.454
Pay and Benefit	134	1.00	5.00	3.3259	.83817	.703
The Working Condition/Environment	134	1.00	5.00	3.2910	.93802	.880
Promotion-Career-Development-and-Rewards	134	1.00	5.00	3.2034	.87422	.764
Turnover intention	134	1.00	5.00	2.9701	.78386	.614
Valid N (listwise)	134					



It can be understood that the mean value of the respondents was higher for the variables ‘coworkers’, and ‘the nature of the work itself’. This showed that the majority of the employees job satisfaction of the selected companies under the research were in the level of satisfied and very satisfied scale values with the mean 4.02 and 4, and their variance were also relatively low such as 0.46 and 0.42, respectively.

On the contrary the respondents have feeling of ‘very dissatisfied’ and ‘dissatisfied’ response for the dependent variable “intention to leave their job” to elsewhere with different range of time, as indicated in the items on the questionnaire. It can also be understood that majority of the respondents had preference to be neutral with the mean value of just 3.00 for turnover intention.

The Standard Deviation value for the independent variables item “Working condition/Environment” and “Promotion-career- development and reward” had very high as compared to the value of the variances of other variables from their mean. It can also be interpreted that it seems the respondent had mainly neutral feeling for these variables in relation to their employee’s job satisfaction as each mean value was almost the same as 3.20.

The remaining independent variables had also shown the values tending to be from ‘neutral’ to ‘satisfied’ feeling rather than dissatisfied scale value as their variance was lower that cannot reflect the dissatisfaction values.

## **4.4 Inferential Statistics: Correlation and Regression Analysis**

Different inferential statistical tests were conducted to investigate the relationship and effects of different variables of employee’s job satisfaction and turnover intention in the following inferential analyses: the correlation analysis and Regression Analysis.

### **4.4.1 Correlation Analysis**

Correlations are the measure of the linear relationship between the variables. A correlation coefficient has a value ranging from -1 to 1. Values that are closer to the absolute value of 1 indicate that there is a strong relationship between the variables being correlated whereas values closer to 0 indicates that there is little or no linear relationship. As described by Andy

(2009), the correlation is a commonly used measure of the size of an effect: values of  $\pm 0.1$  represent a small effect,  $\pm 0.3$  is a medium effect and  $\pm 0.5$  is a large effect. Correlation analysis does show the relationship between the variables of interest, hence to answer the proposed research questions the following correlation analysis is undertaken by the researcher. The correlation Coefficient indicates the strength and direction of relationship. The p-value also indicated the probability of the significance of the relationship.

Table 4. 19: Person correlation for both dependent and independent variables

Correlations										
N= 134		The WORK Itself	Recognition	Company Policy	Relationship with Supervisor	Coworkers	Salary and Benefits	The Working Condition/ Environment	Promotion /Career Development and Rewards	turnover intention
The WORK Itself	Pearson Correlation	1								
Recognition	Pearson Correlation	.560**	1							
	Sig. (2-tailed)	.000								
Company Policy	Pearson Correlation	.553**	.710**	1						
Relationship with Supervisor	Pearson Correlation	.530**	.592**	.603**	1					
Coworkers	Pearson Correlation	.463**	.378**	.353**	.518**	1				
Salary and Benefits	Pearson Correlation	.379**	.453**	.518**	.259**	.239**	1			
The Working Condition/ Environment	Pearson Correlation	.375**	.524**	.608**	.475**	.325**	.450**	1		
Promotion/ Career Development and Rewards	Pearson Correlation	.388**	.568**	.543**	.443**	.334**	.572**	.480**	1	
Turn over intention	Pearson Correlation	.021	-.108	-.186*	-.089	.042	-.145	-.021	-.128	1
	Sig. (2-tailed)	.813	.215	.031	.308	.628	.094	.807	.140	
**. Correlation is significant at the 0.01 level (2-tailed).										
*. Correlation is significant at the 0.05 level (2-tailed).										

Source: - Own Survey, 2019.

From the above table, table 4.18, it shows that the dependent variable, 'turnover intention', is negatively correlated with six of the independent variables such as recognition, Company policy, relationship with supervisors, salary and benefits, the working condition/Environment, Promotion/career development and rewards, excluding the other two independent variables, i.e. except the 'work itself' and 'coworkers'. Among all variables, the negative relationship with 'the company policy' where the person correlation,  $r = - 0.186$ , is statistically significant at 0.05 level (2-tailed).

The correlation of all the independent variables each other is positively related and statistically significant value, mainly for  $p < 0.01$  (2-tailed), and few of them 0.05 (2-tailed) with the positive relationship effects range from medium to large effects. This indicates that all these independent variables are the factors of the employee's job satisfaction also are statistically significant.

#### **4.4.2 Regression Analysis**

Multiple regression is one of techniques that can be used to explore the relationship between one continuous dependent variable and a number of other independent variables or predictors, Julie and Pallant (2005: p. 42). According to Julie and Pallant (2005) the researcher has to first check the assumptions such as sample size, outliers, normality, linearity, multi-collinearity and singularity before proceeding to multiple regressions analysis.

##### **4.4.2.1 Tests of Assumptions of Regression Analysis**

Normality of the residuals variables Homoscedasticity and Multi collinearity between variables were checked and some of the results presented as follows. The researcher also checked for the outliers that checking for standardized (Z) scores for absolute higher values greater than 3.29 is important to ensure the normality. All these assumptions were checked and didn't have problem for the researcher to proceed with the regression analysis.

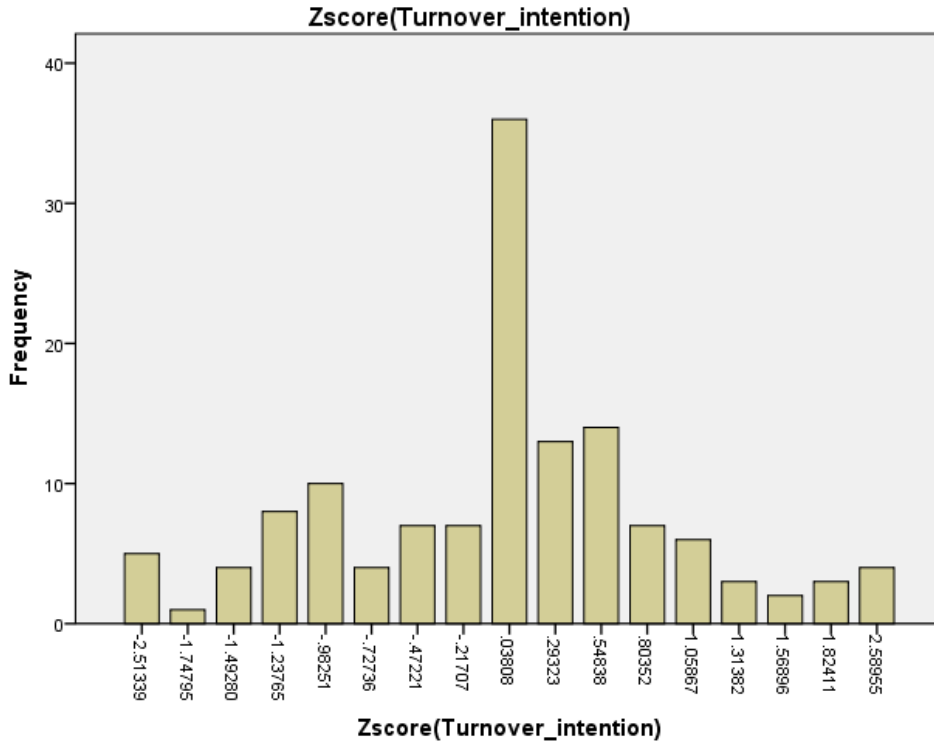


Figure 4. 9a: The standard residual (Z) score values for checking normality graph.

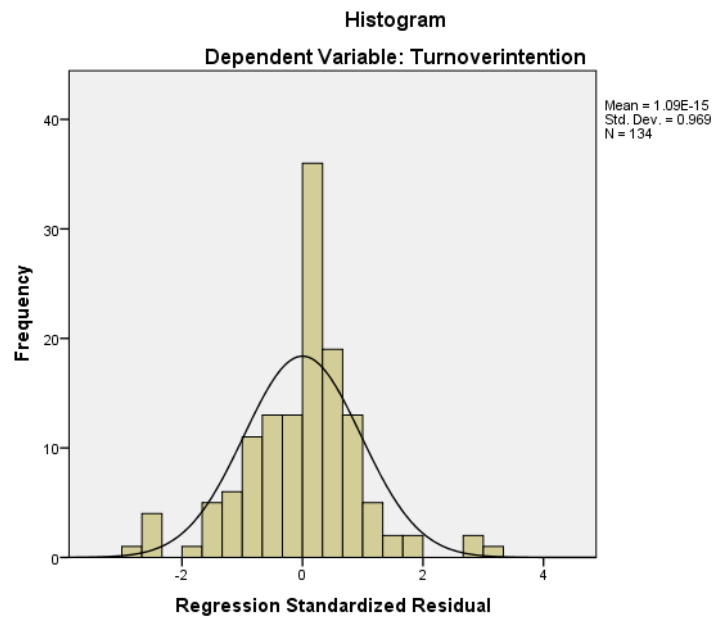


Figure 4. 10a: The standard residual (Z) score values for checking normality histogram.  
Source: Own Survey, 2019

#### 4.4.2.2 Normality

As Field (2009), noted, the assumption of normality is important in research while using regression it is helpful to generalize the results of the analysis beyond the sample collected. It is also advisable to inspect to see if a distribution is normal through a P–P plot (probability–probability plot). The straight line in this plot represents a normal distribution, and the points represent the observed residuals. Therefore, in a perfectly normally distributed data set, all points will lie on the line (Field, 2009).

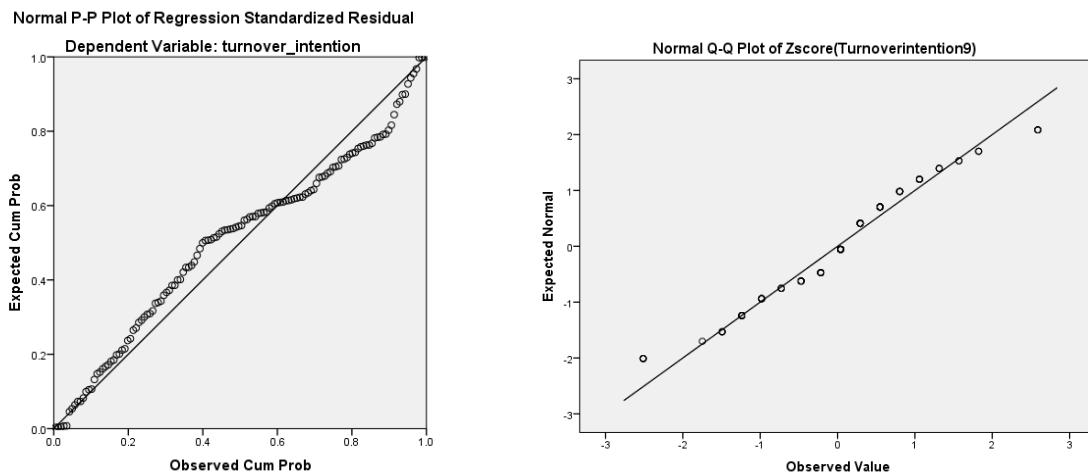


Figure 4. 11: Normal P-P Plot of Regression Standardized Residual. Source: Own Survey, 2019.

As it is seen in the above figure, the dots are closely plotted to the straight line, which indicate a small or no major deviation from normality and there are no extreme cases observed. Therefore, the assumptions of simple linear regression have been met and we can possibly assume that the model is accurate and can probably generalize to the population.

Similarly the outliers were also plotted for standardized ( $Z$ ) scores using SPSS software for the absolute higher values greater than 3.29 as it is important to ensure the normality and thus the data set has showed insignificant outliers on the plot  $Z$  score as seen below in Figure 4.11.

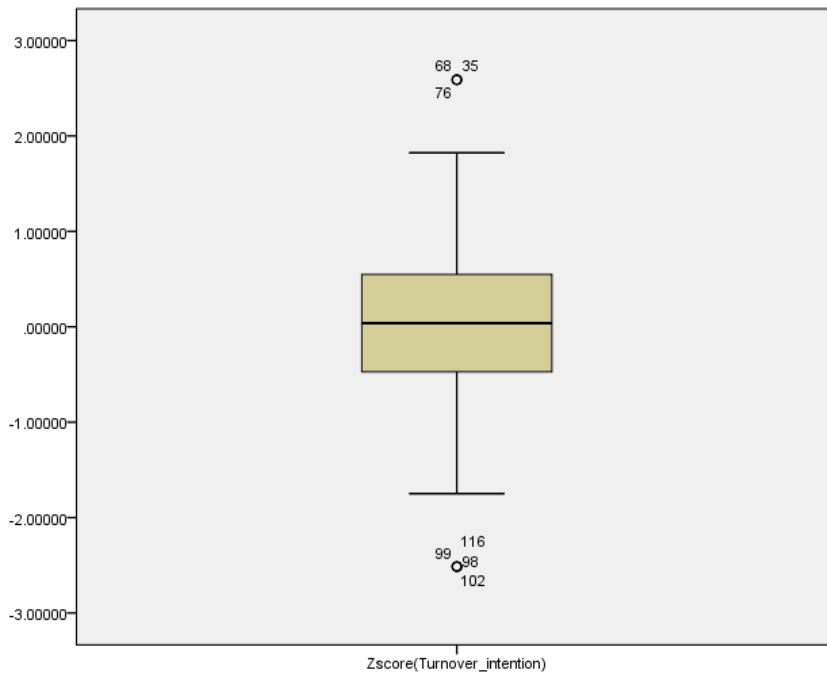


Figure 4. 12: The outliers that checking for standardized (Z) scores for absolute higher values greater than 3.29 to ensure the normality.

#### 4.4.2.3 Homoscedasticity

Homoscedasticity is the extent to which the data values for the dependent and independent variables have equal variances (Field 2009). At each level of the predictor variables, the variance of the residual terms should be constant. This means that the residuals at each level of the predictors should have the same variance, therefore checking for this assumption was helpful for the fitness of the regression model.

In this regard, to plot the homoscedasticity analysis, as suggests by Field (2009), the researcher plotted the standardized residuals, or errors (ZRESID) on the Y axis and the standardized predicted values of the dependent variable based on the model (ZPRED) on the X axis and the result is presented as follows.

In this regard, as Field (2009) describes, the graph of \*ZRESID and \*ZPRED should look like a random array of dots evenly dispersed around zero, if the assumption of homoscedasticity has to be met. Likewise, as it is shown in the below figure, Figure 4.12, the

points are randomly and evenly dispersed throughout the plot and there are no obvious outliers on this cloud of dots which are spaced around zero.

According to Garson (2012), homoscedasticity helps as to check for the relationship under investigation is the same for the entire range of the dependent variable and lack of homoscedasticity is shown by higher errors (residuals) for some portions of the range, which can be seen on the scatter plot.

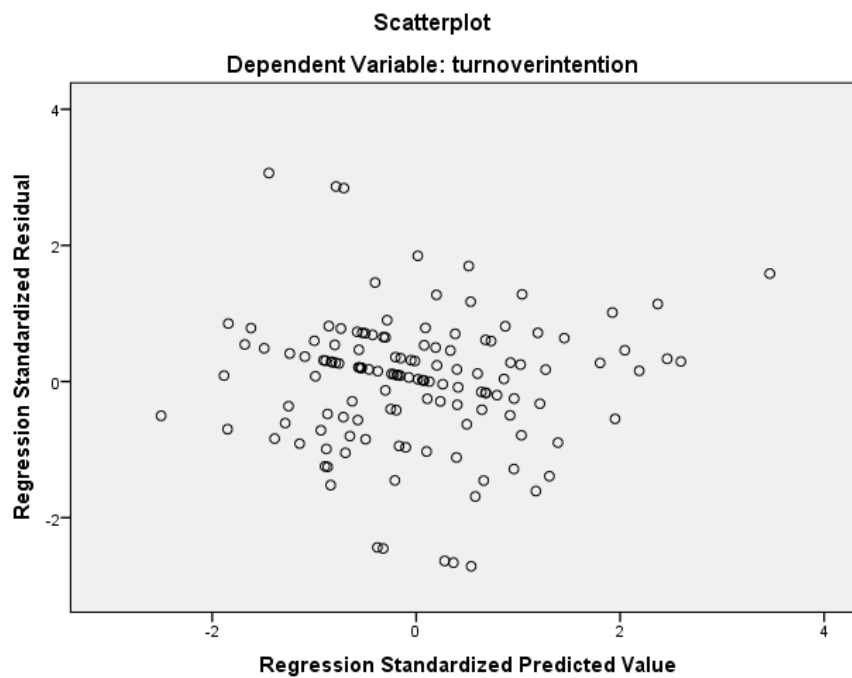


Figure 4. 13: Scatterplot for testing homoscedasticity

Thus, from this scatter plot above figure we can see that all the points are clustered in one assumed rectangle shape ranges roughly from -3 to 3 standardized predicted and residual values, and the center of the plot has concentrated points around 0 that it has shown the proof of multicollinearity. There are also in fact few outliers which didn't have significant deviation.

#### 4.4.2.4 Multicollinearity

According to Saunders (2009) in Yesu Girma (2018) thesis, most regression programs can compute variance inflation factors (VIF) for each variable and as a rule of thumb; VIF above 5.0 suggests problems with multi collinearity. Field (2009), also underline that, values for "Tolerance" below 0.1 indicates serious problems, although several statisticians suggest that values for "Tolerance" below 0.2 are worthy of concern.

Accordingly, as it is seen in the below collinearity table, table 4. 20, multicollinearity is not the problem of this model, because VIF (variance inflation factor) of the model is well less than 5.0 and the tolerance is not less than .10. The value of VIF ranges, between 1.492 to 2.824 and the tolerance of the variables ranges between .354 and .670.

Therefore, the variables are not overlapped and they are free from collinearity effect which possibly would have hindered the prediction ability of the model.

Table 4. 20: Test of Multi Collinearity

Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	The work itself-1	.558	1.793
	Recognition-2	.400	2.501
	CompanyPolicy-3	.354	2.824
	RelationShip_Supervisor-4	.463	2.158
	Coworkers-5	.670	1.492
	Pay and Benefit-6	.570	1.755
	The Working Condition Environment-7	.569	1.758
	Promotion/Career Development and Rewards-8	.523	1.913

a. Dependent Variable: Turnover intention

Source: own survey and computation, 2019.

Table 4. 21: Collinearity Diagnostics

Collinearity Diagnostics <sup>a</sup>												
Model		Eigen value	Condition Index	Variance Proportions								
				(Constant)	The work itself	Recognition	Company Policy	Relationship Supervisor	Coworkers	Pay and Benefit	Working Condition/ Environm.	Promotion/Career Devt.
1	1	8.785	1.000	.00	.00	.00	.00	.00	.00	.00	.00	.00
	2	.057	12.419	.06	.02	.00	.01	.02	.06	.07	.12	.10
	3	.043	14.225	.01	.00	.02	.02	.03	.00	.25	.35	.12
	4	.034	16.092	.04	.00	.17	.02	.03	.01	.14	.35	.15
	5	.027	17.880	.00	.01	.09	.11	.01	.04	.21	.09	.52
	6	.016	23.492	.07	.02	.50	.20	.39	.00	.06	.06	.00
	7	.014	24.800	.24	.08	.17	.30	.13	.22	.24	.00	.09
	8	.012	26.923	.15	.00	.01	.28	.40	.66	.03	.01	.00
	9	.011	27.812	.42	.85	.05	.07	.00	.01	.00	.02	.01

a. Dependent Variable: Turnover intention



Then the researcher investigated the regression analysis as follows. All independent variables were considered to understand the regression model for the dependent variable, i.e. turnover intention as shown in Table 4. 22 and 23.

Table 4. 22: Variables entered/removed for the regression model

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	PromotionCareerDevelopmentandRewards, Coworkers, TheWorkingConditionEnvironment, TheWORKItself, SalaryandBenefits, RelationShipwithSupervisor, Recognition, CompanyPolicy <sup>b</sup>		Enter
a. Dependent Variable: turnover intention			
b. All requested variables entered.			

Source: Own survey and the researcher's computation, 2019.

Table 4. 23: The model summary of the regression analysis

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.296 <sup>a</sup>	.088	.029	3.86115
a. Predictors: (Constant), Promotion CareerDevelopmentandRewards, Coworkers, The Working Condition/ Environment, The WORK Itself, Salary and Benefits, Relationship with Supervisor, Recognition, Company Policy				
b. Dependent Variable: turnover intention				

This table 4.16 shows R = 0.296, the correlation between the predicted values of all the independent variables in relation to the effects of employees' job satisfaction with dependent variable, the turnover intention, i.e. the observed values after all the inter-correlations are taken in to account. R square = 0.088, which indicates that this model, the independent variables explain (account) 8.8 % of the variance for the dependent variable, the turnover intention.

Table 4. 24: The ANOVA analysis

ANOVA <sup>a</sup>					
Model	Sum of Squares	Df (degree of Freedom)= N- the variables)	Mean Square	F (test statistics = Regre./Resid.)	Sig.
Regression	179.455	8	22.432	1.505	.162 <sub>b</sub>
Residual	1863.560	125	14.908		
Total	2043.015	133			
a. Dependent Variable: turnover intention					
b. Predictors: (Constant), Promotion Career Development _and_ Rewards, Coworkers, The_ Working_ Condition/Environment, The_ WORK_ Itself, Salary_ and_ Benefits, Relationship with_ Supervisor, Recognition, Company Policy					

This ANOVA table shows that the significance of the p- value that it was not statistically significant. That means, this model 8.8% of the independent variables didn't explain the variance of the dependent variable with statistically significant level since the *P* value was not less than .05.

Thus the overall ANOVA model as group, it was not statistically significant with the expression, for regression and residual:  $F(8, 125) = 1.505$ , *p* is not less than 0.005,  $R^2 = .088$ .

Table 4. 25: The coefficients of the regression model

Model		Unstandardized Coefficients		Standardized Coefficients	t= B/Std.error	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.94	2.45		6.10	1.24E-008
	The_ WORK_ Itself	.14	.09	.18	1.57	.12
	Recognition	.01	.21	.00	.03	.98
	Company_ Policy	-.27	.14	-.28	-1.95	.05
	Relationship with_ Supervisor	-.05	.07	-.09	-.75	.46
	Coworkers	.14	.15	.10	.91	.36
	Salary_ and_ Benefits	-.09	.09	-.11	-1.01	.32
	The Working_ Condition/ Environment	.18	.12	.17	1.51	.13
	Promotion_ Career_ Development_ and Rewards	-.06	.13	-.05	-.46	.64

**The Coefficients<sup>a</sup>**

a= Dependent Variable: turnover intention

The coefficient table helps to look each of the predictors (independent variables) individually. Then, based on the above table, it is possible to know which of the independent variables included in the model (i.e. the work itself, recognition, company policy relationship with the supervisors, coworkers, salary and benefits, the working condition/Environment, promotion/ career development and rewards) contributed the highest to the prediction of the dependent variable (turnover intention). According to Julie Pallant (2005, pp 153-154) in order to confirm the variable is considered as unique contributor to turnover intention, we have to check the significance must be less than .05. For this, we need to look in to the column labeled Beta under Standardized coefficients. But the largest Beta coefficient is ‘company policy’ with the significance is not less than 0.05. Therefore, there is no unique variable that is making unique contribution to the prediction of the turnover intention of the employees of selected mining companies of the North to North- eastern Ethiopia. This may be due to overlap with other independent variables in the model.

It shows, however that the independent variables ‘company policy’ is not statistically significant contributor to turnover intention due the significant values of the variable was not less, but just 0.05. Also, none of the other independent variables (predictors) had significant variance. On the other hand, these independent variables correlated each other very well.

Based on the above table, which is the outcome of the regression analysis of the SPSS the general equation (model) can be formulated using the expression of the eight independent variables (as  $X_i$ 's) and the multiple regression model for the dependent variable (Y) as:-

$$Y = a + B_1X_1 + B_2X_2 + B_3X_3 + \dots + b_nX_n.$$

The coefficients for the independent variables: The\_WORK\_Itself = .18, recognition = .00, Company\_policy = -0.28, relationship\_with\_supervisor = -0.09, coworkers = 0.10, salary\_and\_benefits = -0.11, The\_Working\_Condition\_Environment = 0.17, and Promotion\_Career\_Development\_and\_Rewards = -0.05.

Then the expression employee's turn\_over\_intention of the selected mining companies of North to NE Ethiopia =  $14.94 + 0.18$  (The\_WORK\_Itself factor)  $+ .00$  (Recognition factor)  $- 0.28$  (company policy factor)  $- 0.09$  (relationship-with supervisor factor)  $+ 0.91$  (coworkers factor)  $- 0.14$  (Salary and-benefit factor)  $- 0.11$  (Salary-and-Benefits factor)  $+ 0.17$  (the working condition/environment factor)  $- 0.05$  (Promotion career development and rewards factors).

The beta value of company policy is ( $\beta = 0.28$ ) which shows that one (1) unit change in "company policy" will cause a 0.28 unit negative change in turnover intention by keeping other factors constant. But it was not statistically significant at p was not less 0.05, it is rather just 0.05. There were no other statistically significant predictors for the turnover intention as per the computation of the regression analysis.

## 4.5 Results and discussion

The results from this research data analysis that consists of the demographic information, descriptive statistics, correlation and regression are mentioned as follows.

### 4.5.1 Demographic information:

The respondents had 82.8 % contribution of male and the remaining were females, and 69 % of the respondent's education level was 10+2 diploma level and above that 16.4% were master's and 29.9% were bachelor's degree level. In addition to this, 32.1% of the job position was occupied by the managerial and senior expert/ Team leader level. The job that was directly related to the core competency in the mining sector contributed 28.4% and the remaining type of jobs were the

support staff which was 71.6%. Majority of (52%) the employees had work experience between 1 to 5 years, and the next higher percentage (33.6%) of work experience was from 6 to 10 years, 10.4 % accounted for the experience between 11 to 15 years' work experience and while the rest (only 2.2%) had work experience in the corresponding mining company for 16 and above year. This implies that majority of respondents didn't have a reasonable work experience and could therefore were not really well experienced with the mining industry practices. Also this may imply that there could be highly likely experienced employees's turnover. Or the overall establishment of most of the mining companies in Ethiopia was not that much long time ago unlike many other industries existence in Ethiopia. Because, the history of private mining industry in Ethiopia itself was not older than about two decades when this research was conducted in 2019.

#### **4.5.2 Descriptive statistics analysis**

The population of the sample size (N) was 134, and the respondents Likert scale value ranges from 1 to 5. From the descriptive statistics analysis, most of the employee's job satisfaction of the selected companies under the research were in the level of agree and strongly agree scale values with the mean 4.02 and 4, and their variance were also relatively low such as 0.46 and 0.42, respectively.

It can be understood from the descriptive statistics that the mean value of the respondents were higher for the independent variables: coworkers, and the nature of the work itself. This shows that the majority of the employee's job satisfaction of the selected companies under the research were in the level of 'agree' and 'strongly agree' scale values with their mean 4.02 and 4, and their variance are also relatively low such as 0.46 and 0.42, respectively.

On the contrary the respondents had feeling of 'strongly disagree' and 'disagree' response for the variable 'intention to leave their job' to elsewhere with different range of time, as indicated in the items on the questionnaire of this subject. It can also be understood that majority of the respondents preferred to be neutral with the mean value of just 3.00 for turnover intention.

The Standard Deviation value for the independent variable item "Working condition/ Environment" and also "Promotion/career development and reward" was very high as

compared to the value of the variances of other variables from their mean. It can also be interpreted that it seems the respondent had mainly ‘neutral’ feeling for these variables in relation to their employee’s job satisfaction as each mean value was almost the same as 3.20.

#### 4.5.3 Correlation Analysis

From the above correlation table presentation, it shows that the dependent variable, ‘turnover intention’, was negatively correlated with six of the independent variables such as recognition, Company policy, relationship with supervisors, salary and benefits, the working condition/Environment, Promotion/career development and rewards, excluding the other two independent variables.

The ‘company policy’ had a significant negative impact on the effects of employee job satisfaction in the selected mining companies of the target areas to the turnover intention (  $r = -0.186$ ,  $p < 0.05$  ). \*. Correlation was significant at the 0.05 level (2-tailed).

Based on computation analysis for correlation using SPSS it has been tested (proved) that all the independent intrinsic and extrinsic factors for employee’s job satisfaction were positively correlated each other with the high Pearson’s correlation ( $r$ ) of + 0.5 and higher, which is a large positive effect of correlation. All factors’ correlation with each other were also statistically significant at 0.01 level (2-tailed).

On the other hand, the independent variables: recognition, company policy, relationship with supervisor, salary and benefit, the working condition/ environment and ‘promotion/career development and rewards’ showed negative relationship with the dependent variable “turnover intention”. The negative relationship between the “company policy” and the turnover intention” was statistically significant, i.e. (  $p < 0.05$ , two tailed ). Which means, the independent variable, the ‘company policy’ has a significant negative impact on the effects of employee job satisfaction in the selected mining companies of the target areas to the turnover intention ( $r = -0.186$ ,  $p < 0.05$ ). \*. Correlation was significant at the 0.05 level (2-tailed). The other independent variables showed negative correlation even though they didn’t shown statistical significance.

One of the most traditional turnover theories, which was developed by Mobley (1977) that he theorized that job satisfaction, or lack thereof, led to thinking about quitting, which led to job search, which could then lead to an intention to quit, or vice versa, which could eventually result in actual turnover. The current research work also showed such relationships that the effects of employee's job satisfaction for the turnover intention is proved to be negatively related with the turnover intention as per the findings mentioned above.

#### **4.5.4 Regression Analysis**

The researcher has first checked the assumptions such as sample size, outliers, normality, linearity, multi-collinearity and singularity before proceeding to multiple regressions analysis.

Based on the literatures like as Julie and Pallant (2005) have indicated about the requirements for regression analysis, i.e. before analyzing for regression, the researcher has to first check the acceptability of the assumptions of the data such as sample size, outliers, normality, linearity, multi-collinearity and singularity of the survey data before proceeding to multiple regressions analysis.

Accordingly, as it was seen in the earlier sections of this chapter, the collinearity table, table 4.20, multicollinearity was not the problem of this model, because VIF (variance Inflation Factor) of the model is well less than 5.0 and the tolerance is also much than .10. The value of VIF ranges, between 1.492 to 2.824 and the tolerance of the variables ranges between .354 and .670.

Therefore, the variables were not overlapped, and they were free from collinearity effect which possibly would have hindered the prediction ability of the model.

This ANOVA table showed that the significance of the p- value that it was not statistically significant. That means this model 8.8% of the independent variables didn't explain the variance of the dependent variable with statistically significant level since the P value was not less than .05.

Thus, the overall ANOVA model as group, it was not statistically significant with the expression, for regression and residual:  $F(8, 125) = 1.505$ ,  $p$  is not less than 0.005,  $R^2 = .088$ .

Using multiple regression models for the dependent variable (Y) as:-  $Y = a + B_1X_1 + B_2X_2 + B_3X_3 + \dots + b_nX_n$ , then the expression of the eight independent variables (as  $X_i$ 's) were quantified as follows: -

i.e. the expression Employees' turnover intention of the selected mining companies of N to NE Ethiopia =  $14.94 + 0.18$  (The\_WORK\_Itself factor)  $+ .00$  (Recognition factor)  $- 0.28$  (company policy factor)  $- 0.09$  (relationship-with supervisor factor)  $+ 0.91$  (coworkers factor)  $- 0.14$  (Salary and-benefit factor)  $- 0.11$  (Salary-and-Benefits factor)  $+ 0.17$  (the working condition/environment factor)  $- 0.05$  (Promotion career development and rewards factors).

The beta value of company policy is ( $\beta = 0.28$ ) which showed that by keeping other factors constant, 1 unit change in company policy could cause a 0.28 unit negative change in turnover intention. but it was not statistically significant as  $p$  was not less 0.05, it was just 0.05. There was no other statistically significant predictors for the turnover intention as per the computation of the regression analysis.

Therefore, there was no unique variable that was making unique contribution to the prediction of the turnover intention of the employees of selected mining companies of north-north- eastern Ethiopia. This may be due to overlap with other independent variables in the model.

From the regression analysis and the coefficients table, Table 4.25, the column labeled Beta under Standardized coefficients; the largest Beta coefficient is 'company policy' with the significance was not less than 0.05. Therefore, there was no unique variable that was making unique contribution to the prediction of the turnover intention of the employees of selected mining companies of north to north- eastern Ethiopia. This may be due to overlap with other independent variables in the model.



## CHAPTER FIVE

### 5. CONCLUSION AND RECOMMENDATION

This chapter discusses the conclusion and recommendation of the research study about the effects of employee's job satisfaction on turnover intention in the selected mining companies in Ethiopia.

#### 5.1 Conclusion

The empirical research study was conducted through questionnaire consisting of 48 items based on census survey to reach to the employees of these mining companies. It was planned to collect the personal characteristics and feelings of the respondents through questionnaire in relation to testing the effects of the identified factors of Job Satisfaction (the nature of work, recognition, company policy, relationship with supervisor, coworkers, pay and benefit, career development, work environment, promotion/career development), and the components for the turnover intention. Since the research study was the first trial in the mining industry of Ethiopia, the maximum possible intrinsic and extrinsic independent variables (factors) were considered that could impact the turnover intention in order to see (test) their outcomes in the quantitative analysis.

Questionnaires were collected from 137 respondents out of the total 152 estimated population of the employees of the selected region mining companies during this census survey. Out of the collected responses, 134 of the questionnaires were completed and used for the statistical data analysis using SPSS version 20 software.

The initial specific objectives of the research study were to investigate the level of employee's job satisfaction, to identify the factors employees' job satisfaction, to examine the relationship between employees job satisfaction and turnover intention, and the fourth objective was to investigate the effects of employees job satisfaction on turn over intention based on the research study for the selected mining companies in Ethiopia.

The first two sub-objectives were addressed in the descriptive statistical study and correlation analysis of this research work as mentioned in the finding section. The remaining two sub

objectives were also revealed in all the quantitative study. The research outcomes were concluded in the following statements.

As mentioned in the findings of the data analysis, the independent variables (six of them out eight variables) have negative relationship with the dependent variable turnover intention, which is in agreement with previous different studies in the banking sector cited in Yesu Girma (2018) in hotel and hospitality industries, in Aweke wesen (2017) in banking industry, Jane Ann Reukauf (2017) in U.S.A.'s small businesses, Sangaran G, Jeetesh K (2015) in hotel industry, and others.

The negative relationship between the “company policy” and the turnover intention” was statistically significant, i.e. ( $p < 0.05$ , two tailed). Which means, the independent variable, the ‘company policy’ had a significant negative impact on the effects of employee job satisfaction in the selected mining companies of the target areas to the turnover intention ( $r = -0.186$ ,  $p < 0.05$ ). \*. Correlation is significant at the 0.05 level (2-tailed).

Based on the regression analyses the independent variables: recognition, company policy, relationship with supervisor, salary and benefit, the working condition/ environment” and “promotion/career development and rewards” had negative relationship with the dependent variable “turnover intention”.

Among the standard coefficients of the independent variables in the regression analysis the variables: Company policy, relationship with supervisor, salary and benefit as well as Promotion/career development and rewards’ have shown negative  $\beta$  that their relationship with dependent variable turnover intention was negative.

The beta value of “company policy” was ( $\beta = 0.28$ ) which showed that by keeping other factors constant, 1 unit change in company policy would cause a 0.28 unit negative change in turnover intention. But it was not statistically significant as  $p$  was not less 0.05, it was just 0.05. Unfortunately, as per the computation of the regression analysis, there was no other statistically significant predictor for the turnover intention.

This empirical study of the mining sector has also shown that the contribution of the independent variables such as the ‘nature of work’, and ‘the coworkers’ against the turnover intention had none negative or lower level of positive person correlation ( $r$ ). In other words,

these two variables didn't shown significant effect on turnover intention in accordance with this research study outcome, i.e. from the employees of the selected mining industry.

### 5.3 Recommendation

Majority of the respondents indicated that the other job satisfaction factors such as recognition, company policy, relationship with supervisor, salary and benefit, the working condition/ environment as well as promotion/career development and rewards had negative relationship with the dependent variable, turnover intention that have effect thereof to leave the company looking for better job satisfaction. Based on the findings, the “company policy” was one of the main factors that would influence employee's intention on the decision for turnover.

Therefore, it is advisable to suggest the management of the targeted geographic region mining companies under research study to take appropriate attention and measures in addressing the factors of employee's job dis- satisfaction which have shown statistically significant correlation as well as high beta values of the regression analyses as shown in this study so as to reduce the turnover intention or increase the sense of belongingness to the company where they work in it. .

It would be good to be further study on few of selected independent variables among eight of them, which have relatively high person correlation, and also negative beta's values “ $\beta$ ” for the effects of employee's job satisfaction on turnover intention in the well-structured large scale mining companies in same region as well as in other regions of Ethiopia.

In addition, it would also be good to further conduct research on the two variables such as “the nature of work itself” and “the Coworkers” as to why they didn't have much negative relationship with the turnover intention in this research work. Because these variables have been found to have negative relationship in other sector business such as in banking, and hospitality industry areas' research study.

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## Annex-1: Minnesota satisfaction questionnaire, (MSQ)/ Modified

Part of the Minnesota satisfaction questionnaire short form (1977) MSQ, from English Version

### **Confidential:**

Your answers to the questions and all other information you give us will be held in strictest confidential manner.

The purpose of this questionnaire is to give you a chance to tell how you feel about your present job, What things you are satisfied with and what things you are not satisfied with.

On the basis of your answers and those of people like you, we hope to get a better understanding of the things people like and dislike about their jobs.

1. Please Print Full Name of the Mining Company : \_\_\_\_\_ Today date \_\_\_\_\_ 2019

2. Gender (please Check one): \_\_\_\_\_ Male \_\_\_\_\_ Female

3. When were you born? \_\_\_\_\_ 19 \_\_\_\_

4. Circle the number of years of schooling you completed:

4 5 6 7 8

9 10 11 12

13 14 15 16

17 18 19 20

Grade School  
Professional School

High School

College

Graduate or

5. What is your present job called? \_\_\_\_\_

6. What do you do in your present job? (i) Direct mining industry job (ii) support job

7. How long have you been in this mining company? \_\_\_\_\_ years \_\_\_\_\_ months

**Thank you.**

On the next page you will find statements about your present job.

- Read each statement carefully.
- Decide how satisfied you feel about the aspect of your job described by the statement.

Keeping the statement in mind:

-if you feel that your job gives you more than you expected, check the box under "Very Sat."

(Very Satisfied);

-if you feel that your job gives you what you expected, check the box under "Sat/'  
{Satisfied);

-if you cannot make up your mind whether or not the job gives you what you  
expected, check

the box under "N" (Neither Satisfied nor Dissatisfied);

-if you feel that your job gives you less than you expected, check the box under  
"Dissat."

{Dissatisfied);

-if you feel that your job gives you much less than you expected, check the box under  
"Very

Dissat." (Very Dissatisfied).

- Remember: Keep the statement in mind when deciding how satisfied you feel about that  
aspect of  
your job.

- Do this for all statements. Please answer every item.

Be frank and honest. Give a true picture of your feelings about your present job.

Ask yourself: How satisfied am I with this aspect of my job?

Very Sat. means I am very satisfied with this aspect of my job.

Sat. means I am satisfied with this aspect of my job.

N means I can't decide whether I am satisfied or not with this aspect of my job.

Dissat. means I am dissatisfied with this aspect of my job.

Very Dissat. means I am very dissatisfied with this aspect of my job.

(Full content of the questionnaire Part I and Part II was translated into Amharic and distributed to employee, as shown below. Source: The researcher's translation right is legally reserved)

**ጅም የኒቨርሲቲ ፤ የቢዝነስና ኢኮኖሚክስ ኮሌጅ የድህረ ምረቃ ፕሮግራም- 2011 ዓ.ም**

ውድ በኢትዮጵያ በሚገኙ የማዕድን ኩባንያ ውስጥ ያሉ ሠራተኛ :-

የዚህ መጠይቅ ዋና ዓላማ በተለይ በሰሜን ምስራቅና በሰሜን ኢትዮጵያ በሚገኙ የማዕድን ኩባንያዎች ውስጥ ያሉ ሠራተኞች ስለስራቸው ያላቸውን ስሜት ለማወቅ እንዲሁም በየትኞቹ የስራ ሁኔታዎች እንደተደሰቱ ወይም እንዳልተደሰቱ ለመለየት ሲሆን መጠይቁ ለሁለተኛ ዲግሪ ጥናት ማሟያ የተዘጋጀ ከመሆኑም በላይ ከመጠይቁ የሚገኙ መረጃዎች ሙሉ በሙሉ ለትምህርት ዓላማ ብቻ የሚውሉ ናቸው።

መጠይቁ ሁለት ክፍሎች ያሉት ሲሆን:-

- ክፍል አንድ:- መጠይቁን ስለሚሞላው ሠራተኛ አጠቃላይ መረጃዎችን፤
- ክፍል ሁለት:- ከስራዎ ይዘት ጋር የተያያዙ የተለያዩ በየፈርጁ የተከፋፍሉ እና ከስራዎ ነባራዊ ሁኔታ ጋር የተያያዙ ጥያቄዎችን ያካተቱ ሲሆኑ፤

መጠይቁን ሲሞሉ እባክዎ የሚከተሉትን መመሪያዎች ከግምት ውስጥ ያስገቡ

- ስምዎን በፍጹም መግለፅ አያስፈልግም፤
- በእያንዳንዱን ጥያቄ ስለስራዎ ይዘት የሚመለከቱና ሌሎች ከስራዎ ነባራዊ ሁኔታ ጋር የተያያዙ መጠይቆችን በጥንቃቄ ያንብቡ ፤
- በየትኞቹ የስራ ሁኔታዎች እንደተደሰቱ ወይም እንዳልተደሰቱ ከተቀመጡት የተለያዩ ባለአምስት ደረጃ መመዘኛዎች መካከል የሚሰማዎን ሚዛናዊ የስሜት ምርጫዎን ይወስኑ፤
- መልስዎን በተሰጠው ባዶ ቦታ ላይ በመጻፍ፣ በመልስ መስጫ ሳጥን (ባዶ ቦታ) ውስጥ የ '✓' ምልክት ያኑሩ፤
- ለአንድ ጥያቄ ከአንድ በላይ መልስ መስጠት አይቻልም፤
- እባክዎን ሁሉንም ጥያቄዎች በቅንነት፤ በግልጥና በታማኝነት ይመልሱ።

ስለትብብርዎ በቅድሚያ አመሰግናለሁ !!! የጅም የኒቨርሲቲ ድህረ ምረቃ ተማሪ

**ክፍል አንድ:- አጠቃላይ መረጃ**

1. የሚሰሩበት የማዕድን ኩባንያ መጠሪያ ስም \_\_\_\_\_
2. ጾታ ሀ. ወንድ  ለ. ሴት
3. ዕድሜ  
ሀ. 18-28 ዓመት  ለ. 29-39 ዓመት  ሐ. 40-50 ዓመት  መ. 51 ዓመት እና ከዛ በላይ
4. የትምህርት ደረጃ ከፍተኛውን የትምህርት ደረጃዎን ይምረጡ  
ሀ. ፒ.ኤች.ዲ ምሩቅ  ለ. ሁለተኛ ዲግሪ  ሐ. የመጀመሪያ ዲግሪ  መ. 10+2 (ዲፕሎማ)   
መ. ሰርቲፊኬት  ረ. ቴክኒክና ሙያ ከደረጃ 1-4  ሠ. 12ኛ እና ከዛ በታች
5. አሁን የያዙት የሥራ መደብ/ደረጃ፤ መምሪያ ኃላፊ  ዋና ክፍል/ ሲንየር ባለሙያ  ከሲንየር ባለሙያ በታች
6. አሁን በየያዙት የሥራ መደብ ምን ይሠራሉ? ቀጥተኛ የማዕድን ልማት ሥራ  የድጋፍ ሰጪ
7. በዚህ የማዕድን ኩባንያ ለምን ያህል ዓመት አገልግለዋል?  
ሀ. 1-5 ዓመት  ለ. 6- 10 ዓመት  ሐ. 11- 15 ዓመት  መ. 16 ዓመት እና ከዚያ በላይ

**ክፍል ሁለት፡- ከስራ ይዘት (Job content - intrinsic) እና ከሥራ ነባራዊ ሁኔታ (job context- extrinsic) ጋር የተያያዙ ጥያቄዎች**

ከሥራ በተዘረዘሩት የስራ ይዘት እና ከሥራ ነባራዊ ሁኔታ መመዘኛ ዓረፍተ ነገሮች ላይ ያለዎትን የስሜት ደረጃ የመለኪያ መስፈርቶች በሚለው ስር በተቀመጡት አምስት መስፈርቶች በመጠቀም ይግለጹ፡፡ ምርጫዎን የ ፕ ምልክት በመጠቀም ያሳዩ፡፡

	<b>On my present job, this is how I feel about ...</b> አሁን በየያዙት የሥራ መደብ ላይ ስለሚሰማዎት ስሜት ....	Very dissat.	Dis sat.	Ne ith.	Sat is.	Very Sati.
<b>I)</b>	<b>Job content/ Intrinsic related questions</b> የስራን ይዘት የሚመለከቱ ጥያቄዎች					
<b>1</b>	<b>The work itself (ስለሥራ ይዘት)</b>					
1.1	Being able to keep busy (active) all the time (የሥራዬ ፀባይ ሁልጊዜ የምሠራው ሥራ እንዲኖረኝ በማድረግ /ሁሌም የስራ ሰዓቴን በስራ እንዳሳልፍ በማድረግ በኩል)					
1.2	The chance to work (be) alone on the job የስራዬ ፀባይ በማንም ላይ ጥገኛ ሳልሆን እራሴን ችዬ እንድሰራ ዕድልን የሚሰጠኝ ከመሆኑ አንጻር					
1.3	The chance to do different things from time to time (የስራዬ ፀባይ የተለያዩ ስራዎችን እንድለምድ እድልን የሚሰጠኝ ከመሆኑ አኳያ)					
1.4	The chance to try out some of my own ideas/ways (የስራዬ ፀባይ የራሴን ዕይታ እና አስተያየት የመስጠት ነፃነትን የፈጠረልኝ በመሆኑ)					
1.5	Being able to do the job without feeling it is morally wrong or don't go against my conscience የስራዬ ባህሪዬ ከግል የሞራል ዕሴቶቼ ጋር የማይቃረን ከመሆኑ አንጻር					
1.6	The chance to do something that makes use of my abilities (የስራዬን ፀባይ ያለኝን እምቅ ችሎታ አውጥቼ እንድጠቀም የፈጠረልኝ ዕድል ከመሆኑ አንጻር)፤					
1.7	The chance to have other workers look to me for direction የስራዬ ፀባይ በስራ ሌሎችን እንድመራ የሚያስችለኝ በመሆኑ					
1.8	The way my job provides for steady employment የምሰራው ሥራ የተረጋጋ ዘላቂ የሥራ ዕድል የሚፈጥርልኝ ከመሆኑ አንጻር					
<b>2</b>	<b>Recognition (ዕውቅና)</b>	Very Dis-sat	Dis- sat	N	Sat	Very Sat.
2.1	The company gives enough recognition for the job well done and I feel I am appreciated at work (or The praise/recognition I get for doing a good job) የተሰጠኝን ስራ ሰርቼ ስጩርስ ድርጅቴ በሚሰጠው ዕውቅና የሚሰማኝ ስሜት					
2.2	The chance to be "somebody" in the community matters for me. ( or 'The social position in the community that goes with the job') የስራዬ ፀባይ ለሌሎች የማህበረሰብ ክፍሎች በጎ አስተዋፀኦ እንዳበረከት ዕድልን የሚሰጠኝ ከመሆኑ አንጻር					

2.3	The way I am noticed when I do a good job ( or The way I get full credit for the work I do) ለሠራሁት ሥራ ድርጅቱ ዕውቅና የሚሰጠበት መንገድ					
<b>II)</b>	<b>Job context-Extrinsic</b>					
3.	Company policy (የኩባንያው ፖሊሲ በተመለከተ)					
3.1	The policies and practices toward employees of this company ኩባንያው ለሠራተኞች ያለው ፖሊሲ ና አሰራር					
3.2	The way employees are informed about company policies ሠራተኞች ስለኩባንያው ፖሊሲዎች የሚያቁበት መንገድ					
3.3	The way company policies are put into practice የኩባንያው ፖሊሲዎች ተግባራዊ የሚሆኑበት ሁኔታና መንገድ					
3.4	The way the company treats its employees ኩባንያው ሠራተኞችን የሚይዝበት መንገድ					
3.5	The way layoffs and transfers are avoided in my job ድርጅቱ የሰራተኛ ቅነሳና ዝውውሮች እንዳይኖሩ የሚያደርገው ጥረት					
<b>4.</b>	<b>Relationship- supervisor (የሥራ መሪ/አለቃ ከሠራተኛ ጋር ያለው ግንኙነት በተመለከተ)</b>					
4.1	The way my boss handles his/her employees (ex. My supervisor shows too little interest in the feelings of subordinates). የሥራ መሪው/ዋ ሠራተኞቹን የሚመሩበት መንገድ					
4.2	The competence of my supervisor in making decisions የሥራ አለቃው ውሳኔ ለመወሰን ያለው/ላት ብቃት					
4.3	The way my supervisor and I (employees) understand each other የሥራ አለቃው እና ሠራተኛው ያለን ቅርበትና በስራ የምንግባባበት ሁኔታ					
4.4	The freedom to use my own judgment for common goal ለድርጅቱ የጋራ ዓላማ (ግብ) በራሴ አቅም ለመወሰን ያለኝ ነጻነት					
4.5	The technical "know-how" of my supervisor የሥራ አለቃው ያለው/ላት የቴክኒክ ዕውቀት ብቃት					
4.6	The way my boss delegates work to others የሥራ አለቃው ሥራን ለሌሎች እንዲሰሩት የሚያደርግበት ሁኔታ					
4.7	The way my boss takes care of the complaints of his/her employees የሥራ አለቃው የሠራተኞችን አቤቱታ የሚያስተናግድበት መንገድ					
4.8	The personal relationship between my boss and his/her employees በሥራ አለቃው እና በሠራተኞቹ መካከል ያለን ቅርብና የሥራ ግንኙነት					
4.9	The way my boss trains his/her employees የሥራ አለቃው/መሪው ሠራተኞቹን ሥራ የሚያሰጥበት መንገድ					
<b>5</b>	<b>Co-workers (የሥራ ባልደረቦች)</b>	Very Dis-sat	Dis-sat	N	Sat	Very Sat.
5.1	The way my co-workers get along with each other ከሥራ ባልደረቦቼ ጋር እርስበርስ በሥራ የምንተዋወቅበት መንገድ					
5.2	The spirit of cooperation among my co-workers ከሥራ ባልደረቦቼ ጋር እርስበርስ ያለን የስራ ግንኙነት መንፈስ					
5.3	The chance to develop close friendships with my co-workers ከሥራ ባልደረቦቼ ጋር የቀረበ ጓደኝነት ለመፍጠር ያለኝ ዕድል					

5.4	The friendliness of my co-workers የሥራ ባልደረቦቼ የጓደኝነት ባህርያቸው					
<b>6</b>	<b>Pay (salary) and benefits (ደሞዝና ጥቅማጥቅም ክፍያ)</b>	Very Dis-sat	Dis-sat	N	Sat	Very Sat.
6.1	My pay and the amount of work I do በምሥራው ሥራ ልክ የሚከፈለኝ ደሞዝና ጥቅማጥቅም ክፍያ					
6.2	The chance to make as much money as my friends በድርጅቱ ካሉ ተመሳሳይ የትምህርት ደረጃና ልምድ ከላቸው ሰራተኞች አንጻር የማገኘው የደሞዜ ሁኔታና ዕድል					
6.3	How my pay compares with that for similar jobs in other companies (The benefits we receive are as good as most other organizations offer) በሌላ ድርጅቶች ካሉ ተመሳሳይ የትምህርት ደረጃና ልምድ ከላቸው ሰራተኞች አንጻር የማገኘው የደሞዜ ሁኔታና ዕድል					
6.4	my chances for up to date salary increases ወቅታዊ የሆነ የደመወዝ ጭማሪ ዕድል					
6.5	I feel my salary and benefits are enough to support my life style ኑሮዬን ለመደገፍ የማገኘው ደሞዝና ጥቅማጥቅም ስሜት					
6.6	I hate the organization when I think about what they pay me ድርጅቱ የሚከፍለኝን ሳስብ ያለኝ ስሜት					
<b>7</b>	<b>The working conditions (environment)/የሥራ ቦታ ሁኔታ</b>	Very Dis-sat	Dis-sat	N	Sat	Very Sat.
7.1	The working conditions (heating, lighting, ventilation, etc.) on this job በሥራ ቦታዬ የሚገኙት እንደ በቂ ብርሃን፣ የአየር ዝውውር፣ ወዘተ ሁኔታዎች በተመለከተ					
7.2	The physical surroundings where I work የሥራ ቦታዬ የሚገኝበት አካባቢ በተመለከተ					
7.3	My present job is in Stressful work environment አሁን ያለሁበት ስራ አካባቢ ያለበት የሥራ ጫና (ብዛት) በተመለከተ					
7.4	The way I feel overall work environment of the office/mine site (በአጠቃላይ ምቹ የሆነ ሥራ ቦታ አካባቢነቱ)					
<b>8</b>	<b>Promotion/ career development and rewards የሥራና ደረጃ ዕድገት</b>	Very Dis-sat	Dis-sat	N	Sat	Very Sat.
8.1	The chance to do my job well has good promotion, and the ability to grow in my job (ስራዎችን በጥሩ መልኩ ሳከናውን የሚደረጉልኝ ማበረታቻዎች እና ያለኝ ዕድገት የማግኘት ዕድል)					
8.2	The way promotions are given out on this job (የስራ ደረጃና ዕድገት የሚሰጠበት መንገድ)					
8.3	The chances/opportunities for advancement on this job (በያዘሁት የስራ መደብ በሙያዬ ለማደግ የለው ዕድልና አጋጣሚ)					
8.4	The chance of getting promotion on my job. (ሥራዬ የደረጃ ዕድገት ስለሚያስገኝልኝ ሁኔታ በተመለከተ)					
<b>9</b>	<b>ሥራ የመልቀቅ አዝማሚያ Turnover intention</b>					



9.1	Recently, when often think of changing my current job I have feeling of (ከቅርብ ጊዜ ወዲህ አሁን የያዝኩትን ሥራ ለመልቀቅ ብዙ ጊዜ ሳስብ)					
9.2	When I am thinking of- I am already fed up with my current job in this company and I am searching for a better job at the moment or with in short period of time ... (በድርጅቱ ውስጥ አሁን የያዝኩትን ሥራ ስለተሰላቸሁ በቅርቡ ወይም ወዲያውኑ የተሻለ ሥራ ፍለጋ ለማግኘት ሳስብ)					
9.3	When I thinking looking for a new job next year I have feeling of... (በሚቀጠለው አመት አዲስ ሥራ ለማግኘት/ለመፈለግ ሳስብ)					
9.4	My feeling whenever I get a job in another company definitely I leave this project (በሌላ ድርጅት ውስጥ ሥራ ባገኝ ይህንን ሥራዬን ያለጥርጥር ለመልቀቅ ሳስብ)					
9.5	I stayed at the current job because I don't have other options. (ሌላ አማራጭ ስሌት ገንቢ አሁን በያዝኩት ሥራ በመቆየቴ)					