



ST. MARRY UNIVERSITY, SCHOOL OF GRADUATE
STUDIES

**FACTORS DETERMINING EMPLOYEE
TURNOVER INTENTIONS: IN CASE OF PETRAM
PRIVATE LIMITED COMPANY**

BY
OMER ABDULMOHSIN
ID. NO. SGS/0028/2006

JUNE 2015
ADDIS ABABA, ETHIOPIA

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**THESIS SUBMITTED TO ST. MARRY UNIVERSITY
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Omer Abdulmohsin
Addis Ababa, Ethiopia
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ACRONYMS

AD:	Administration Division
ANOVA:	Analysis of Variance
FD:	Finance Division
FSSD:	Fire and Safety Sales Division
GSD:	General Sales Division
GSrD:	General Service Division
HRM:	Human Resource Management
LD:	Logistics Division
PHD:	Pharmaceuticals Division
PLC:	Private Limited Company
SOE:	Stationary and Office Equipments

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ABSTRACT

Organizations worldwide rely on their employees in order to gain competitive advantage, and they are the main sources for organizations in meeting objectives. One way of achieving this is to reduce staffs turnover. Thus, the theme of this research is Factors Determining Employee Turnover Intentions: In Case of Petram Private Limited Company, considering demographic characteristics, external environment, and individual and organizational variables with the objective of examining the level of turnover intention among employees of the company, assessing the significant factors determining turnover intentions and see how intention among employees of the company vary based on demographic attributes. The methodology/research design followed was descriptive research and inferential analysis. To collect data for the study, questionnaire was designed and distributed to employees of the company and was analyzed using descriptive statistics and inferential analysis using SPSS version 20.0. The analysis indicated that the level of turnover intention of employees of Petram PLC was high and highly influenced by external environment. Also, there was statistically significant difference in levels of turnover intention between Degree holders and above and Diploma holders or below, and among Divisions in the company. Accordingly, these results show that the company is at high risk of employee turnover which in turn will leave the company with huge costs such as loss of competitive advantages. It is best recommended to increase the interaction between managers and employees in staff meetings and increase guided discussions of topics related to these issues. This is to say that the concerned bodies need to identify employees' perceptions on current policies and administrations through discussion, regular review meetings, and interviews in such a way that leads to designing or taking corrective measures and in turn create ownership feeling on the staff members of the organization. Thus, the responsible body may find these findings worthwhile for corrective actions as the researcher has put some valuable recommendations.

Key Words: *Turnover Intentions, External Environment, Individual and Organizational Variables*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The survival of businesses critically depends on the ability of the managements in creating and maintaining the competitiveness of their organizations. To build up the business competitiveness, many firms in the past decades paid most of their attentions to improve their productivities. Production management, such as the use of new technology and innovation for production, therefore became the first priority among the other business functions (Panuwatwanich et al, 2008).

In today's competitive business, retaining talented employees helps ensure an organization's strength and build up their competitive advantages. It is more important than ever to put strategies in place to avoid the overarching costs of employee turnover causes, and keep skilled, high-level producers. Thus human resource is today considered one of the most crucial factors of the business success and has received increasing attention. Organizations use different resource to attain their objectives. Particularly, the human resource is the most vital one. Its efficiency and effectiveness determines the achievement of the organization objective. In an organization, what makes an employee leave or intend to leave is always the biggest question for any company and it is the most important and highly needed for any organization to achieve its goals and continue to progress (Sarminah 2006).

Employee turnover rate can be used as one indicator of the business competitiveness. The high turnover rate can cause the business to lose their cost competitiveness. High turnover rate generates a significant amount of costs to the company including costs arising during the recruiting process, training costs, and opportunity costs such as work delay during the recruiting and training process. Studies conducted in the area show that in some labor intensive industries, the companies have to spend on average 3-6 months in training the new-hired employees, depending on the work difficulty (Vakola et al, 2007).

Intention to turnover refers to an individual's perceived probability of staying or leaving an employing organization, (Cotton and Tuttle define, 1986 as cited in Ramesh et al, 2012). According to Mowday, Porter and Steers, study (1982) as cited in Eric (2006), an employee's

intent to leave can influence the turnover decision in two ways. It may directly lead to it even when other job opportunities are not available. In addition, it may influence actual turnover indirectly by leading the employee to search for new job alternatives, thus resulting in the likelihood of termination.

Turnover intentions are the thoughts of the employees regarding voluntarily leaving the organization. The intention to quit is probably the most important immediate antecedent of turnover decisions. Turnover intention is used instead of actual turnover because in general the theory of planned behavior suggests that behavior is a good predictor of actual behavior (Ajzen, 1991). In fact, researchers have found intent to leave or stay as the strongest predictor of actual turnover (Hendrix et al, 1999).

Turnover is very important issue for an organization. It is important for organizations to understand the general turnover rates in the employee. It can also have a serious impact on an organization. One of which is it gives a bad image in the community associated with having a large number of voluntary or involuntary turnovers and it will also give both monetary and non-monetary consequences and cost like recruitment to search for someone to fill the post, including administrative expenses, advertising, team morale, separation processing, loss of revenue, services associated with selection, and administrative hiring costs screening and interviewing, new-hire training. There are several factors on which turnover of an organization mostly determine upon. Employee turnover is a common source of frustration for many organizations. Negative effects are loss of productivity, diminished morale, strained communications between management and employee, and, of course, the increased costs of hiring and training new employees. (<http://www.haplecrone.com/portal/showthread.php?t=598>)

Employee turnover provokes a loss of productivity that is difficult to measure, busy administrators are required to spend inordinate time in recruitment effort, colleagues are asked to mentor new hires, and in general a great deal of time and energy is devoted to restoring the program to whether it was before the turnover occurred. Companies with high turnover indicate that, something about their social fabric is unhealthy. Thus, high employee turnover is problematic not just because it causes disruption to the effectiveness of the organization, but because it indicates underlying issues that also improve overall success. While it is important for policy makers at the macro level to understand how employee retention in the field of business can be improved, it is also important for administrators in an organization to understand how retention can be improved.

The impact of turnover has considerable attention by organizations. It has proven to be one of the most costly and seemingly intractable human resource challenges confronting by several organizations globally. Higher turnover rate compels the principal to spend a lot on advertising, selection and training of new employees.

The researcher while working in the company under study was able to observe many employees complaining about leaving the company due to reasons such as problems in transportation, transportation allowance, high cost of living, level of pay with respect to competitors, salary increment and fairness of benefits. Eventually most of those who complain leave (resign). Every year the number of employees complaining as well as leaving the company is increasing. And this problem has a great impact on the company. Therefore, it is essential to conduct a research to investigate factors determining employee turnover intentions in Petram Private Limited Company.

1.2 Background of the Organization

Petram Private Limited Company entered the business world in 1962, with small capital and 6 employees. The Company's principal activity is importing and wholesale distribution of major world-class consumer goods and pharmaceuticals for Ethiopian Market. As with most great enterprises, Petram Company's beginnings were modest. The company had anxious moments in its infancy. Today, it employs more than 150 workers in its leading trading business and more than 1000 workers in manufacturing. Thus, it is now one of Ethiopia's largest and successful companies.

Presently, Petram is further carrying its good name to other sectors like providing Creative, complete and cost-effective development solutions for office and home properties: Real Estate area for residence, Babile Mineral water and soft drinks factory, FAFA Food Complex factory and Slaughter-house and meat processing plant. It operates with a capital currently standing at Birr 50,000,000 and an annual sales turnover of an average Birr 200 million.

Petram's strong financial integrity, excellent market experience of 52 years, delivery reliability, educated and skilled employees, outstanding sales and excellent customer service makes it a natural choice for any company that wants a bigger share in the Ethiopian market.

1.3 Statement of the Problem

Employee turnover has been a problem for many organizations. When experienced employees leave an organization, the effects will be very high. The organization's reputation in their marketplace is damaged by high staff turnover, it will have negative impact on the organization's ability to hire and attract high performing employees in a competitive environment due to the damaged reputation for high staff turnover. It also negatively affects customers because they have to work with newly hired staffs that are not fully trained and proficient (Hokey, 2007). According to Price (2001) as cited in Ramesh et al, (2012), there is a great focus in researches on people leaving organizations rather than entering.

Employee turnover is one of the most costly and difficult human resource challenges confronted by several organizations worldwide. It makes the employer difficult to maintain a steady and successful operation. Of course, turnover is not always bad. Sometimes positions are no longer essential and there is no need to replace those who leave an organization. Vacating employees can also increase promotional opportunities for other employees or can introduce new ideas and technology when new employees replace those who left (Staw, 1980 as cited in Nazim 1996).

Price and Mueller (1986) have developed a causal model based on their theoretical studies on turnover that explains the interactions between various environmental, individual, and structural factors that influence the intent to stay. According to Mobley (1977) as cited in Shweta (1998), they have contributed a comprehensive model for the turnover process. Several general predictions were cited. First, Job attitudes should be directly related to actual turnover model behavior. Second, the best predictor of turnover should be the employee's behavioral intentions to leave the organization. Turnover intention is defined as a conscious and deliberate willfulness to leave the organization, it is often described as the last sequence of withdrawal cognition, a set to which thoughts of quitting, and intent to search for alternative employment belongs. Mobley, Griffeth, Hand, and Meglino's study (1979) as cited in Shweta (1998), proposed an expansion to the earlier model. They proposed that a very large number of labor, organization, job, and person variables were identified as potentially relevant to the turnover process. Moreover, the expanded model adds variables to the earlier theory and some of these additions focus on variables external to the person. Although the current literature suggests that there is no single answer that explains all the causes of employee turnover, more is being understood about the phenomenon.

As shown in the 2000 phone survey by Boxall, Macky, Rasmussen (2003), important reasons for staying are staff relationships, interesting work, job security and relationship with supervisors (Boxall et al, 2003). Important retention factors are the work itself, the workplace culture, Commuting, work-life balance, and satisfactory pay levels. This survey results suggests that retention can be improved if employers target the work environment and particular employment conditions.

According to Netswera et al (2005), the success of the most competitive companies throughout the world, including higher education institutions, lies in their highly skilled employees on which these institutions spend millions to retain.

The company under study has a serious problem regarding employee turnover. Most professional employees are leaving the company due to various reasons resulting in loss of productivity. This in turn leads to customer dissatisfaction eventually affecting the company’s reputation. It can be clearly seen from the table 1 below during the period from year 2011-2014 that the numbers of employees leaving the company are increasing every year. Nonetheless, employees hired through the years are not in proportion with the resigning once, leaving the company in a more exaggerating condition.

Table 1: Employee's Turnover in Petram PLC from the year 2011-2014

Year	No. of employees leaving the company	No. of employees hired
2011	20	6
2012	34	22
2013	58	24
2014	93	25
Total	195	67

Source: Facts in brief brochures of Petram PLC

The purpose of this study is to investigate factors determining employee turnover intentions in Petram Private Limited Company. Studying turnover is difficult because there is no enough access to get left employees. Rather studying intentions helps management to take corrective measures before employees actually leave, less costly to deal with retention than replacement of left employees. However, every model indicates one common factor –turnover intention –as the antecedent of actual turnover behavior. It is thus, essential for the Company to find out the reasons

that trigger turnover intention amongst its staffs. An individual may have an intention to immediately quit the organization or he may have intentions to quit the organization in the near future. Similarly, an individual may have the intentions to quit the job, or quit the organization, or quit his profession. Whatever be the intention, it is essential for the organizations to understand the reasons for quitting behavior of their employees to control their quitting behavior. There for, this research tries to address the following research questions.

1.4 Basic Research Questions

1. What is the level of turnover intention among employees of Petram PLC?
2. What are the significant major determinant factors of turnover intentions among employees of Petram PLC?
3. Do turnover intentions vary among employees of Petram PLC based on their demographic characteristics and related factors?

1.5 Objective of the Study

The general objective of the study was to assess Factors that Determine Turnover Intentions of Employees in Petram Private Limited Company.

This study attempted to achieve the following specific objectives:-

- ✓ To examine the level of turnover intention among employees of the company.
- ✓ To assess the significant factors determining turnover intentions of employees of the company.
- ✓ To see how turnover intention among employees of the company vary based on demographic attributes such as age, gender, marital status, level of education, job level and related factors.

1.6 Hypotheses of the Study

The hypotheses of the study are the following:

H1: The External Environment, Individual and Organizational variable will significantly explain the variations in turnover intention.

H2: There is statistically significant difference in levels of turnover intention between male and female employees of Petram PLC.

H3: There is statistically significant difference in levels of turnover intention between Single and Married employees of Petram PLC.

H4: There is statistically significant difference in levels of turnover intention between Diploma holders or below and Degree holders and above in employees of Petram PLC.

H5: There is statistically significant difference in levels of turnover intention among Divisions of Petram PLC.

1.7 Definition of Terms

Employee turnover: Price defines employee turnover as the “entrance of new employees into the organization and the departure of existing employees from the organization” (Price, 1989: 462).

Turnover intention: is the cognitive process of thinking, planning, and desiring to leave a job. Mobley et al study (1979 as cited in Shweta 1998).

Voluntary turnover: refers to terminations initiated by employees when organizations would prefer to keep them. Leaving one’s current employee for a higher paying job it is one. (WWW. Wisegeek.com)

Involuntary Turnover: Involuntary Turnover is the turnover initiated by the organization often among people who would prefer to stay (Noe et al, 2006).

Petram PLC: A Private Limited Company whose principal activity is importing and wholesale distribution of major world-class consumer goods and pharmaceuticals for Ethiopian Market; located in Addis Ababa, Ethiopia.

1.8 Significance of the Study

After the research is completed, its output will contribute a lot to those parties who have similar objectives and seek information on issues related to the study under investigation. The result of this study will be significant in various aspects. Firstly, it will help as a source of reference and a stepping stone for those researchers who want to make further study on the area afterwards. Secondly, contribute for the existing knowledge about turnover and fill some of the gap between the previous research studies and the present research.

Thirdly, the study will draw some conclusions and identify the factors that determine turnover intentions of employees of Petram PLC. Thus; it will give signal to the company to take remedial

action. The owners of the business organizations do not concentrate on this important issue because of less awareness. They have little idea about how detrimental the effect of turnover is into the productivity of their organizations. Fourthly, it gives the researcher the opportunity to gain deep knowledge in Turnover Intentions. It will enhance the practical knowledge of the researcher through creating a link between the theoretical knowledge and what is going on real life institutes.

1.9 Scope of the Study

Even though Petram PLC operates a wide range of business sectors including factories in Addis Ababa and out of Addis such as FAFA food complex factory (Addis Ababa), Babile Mineral water and soft drinks factory (Harar) and branch offices at Dire Dawa, it's principal activity is importing and wholesale distribution of major world-class consumer goods and pharmaceuticals for the Ethiopian market (which is based in the capital city).

Hence the researcher was limited to investigate factors determining employee turnover intentions in Petram Private Limited Company, specifically, the main office which is engaged in the principal activity. i.e. the import and wholesale distribution sector. Not forgetting to mention that the obvious reasons for that was the limitation of resources like finance, availability of data, location and most importantly time.

There is no doubt that considering the whole population in the study would have provided more accurate picture on the problem, but since the study is undertaken within academic calendar and also limitation on finance, the researcher only took a sample of 80 respondents out of total population of 199.

1.10 Organization of the Study

The research paper is organized in five chapters. The first chapter covers introduction part of the study that includes background of the study, statement of the problem, basic research questions, objectives of the study, definition of terms, significance of the study and scope of the study. On the other hand, chapter two includes literature review that would be gathered from both conceptual and empirical literature sources. Chapter Three includes methodology, which is assumed as a soul of a research; chapter four covers data analysis and interpretation. Finally, summary of the findings, conclusions, limitations of the study and recommendations will be presented in the last chapter.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Introduction

People and their collective skills, abilities and experience are making a significant contribution to organizational success and a significant source of competitive advantage. Employee turnover is a crucial problem in many organizations. How to develop and continually improve the skill and knowledge of the firms' employees as well as , most importantly, how to maintain those valuable persons with the business have become the key of today's business success (Antoncic & Antoncic, 2011). This chapter presents different literatures written in the areas of employee turnover and turnover intention.

2.2. Definition of Employee Turnover

Turnover is defined as the “individual movement across the membership boundary of an organization” (Price, 2001 as cited in Sarminah, 2006). Labor turnover is one of the most significant causes of declining productivity and disruption of the production process. Higher job turnover is leading to higher costs associated with recruitment, selection, job training and cost of training including supervisory time spent in formal training. Employee turnover is the rotation of workers in the labour market; among firms, jobs and occupations (Abassi, and Hollman, 2000 as cited Zheng et al, 2010).

2.3 Staff Turnover Types

Turnover is unavoidable issue to the organizations as there are a range of reasons for employee to come and leave the organization (Tanke 2001). Employee may involuntarily leave the organization, through layoff or discharge, or voluntarily leave the organization, through resignation or retirement (French 1994).

Voluntary Turnover: Gomez-Mejia et al (1998) described that voluntary separations is the situation when an employee decides to end the relationship with the employer for personal or professional reasons. In most of the case, the decision to leave is associated with being unsatisfied with the features of current job and having attractive alternative from other organization.

Voluntary turnover is the turnover that is commenced by employees. This turnover type is often occurring with the capable employees or the employees that the company would prefer to keep (Noe et al, 2006). There are 2 types of voluntary turnover that includes Resignation or Quit and Retirement.

Voluntary turnover refers to terminations initiate by employees when organizations would prefer to keep them. Leaving one's current employee for a higher paying job it is one. (www.wisegeek.com)

Involuntary Turnover: Involuntary Turnover is the turnover initiated by the organization (often among people who would prefer to stay (Noe et al, 2006).

An involuntary separation occurs when manager decides to terminate its relationship with an employee due to (1) economic necessity or (2) a poor fit between the employee and the organization. Voluntary separations are the result of very serious and painful decision that can have a profound impact on the entire organization, especially on the employee those who loses his or her job (Gomez et al, 1998).

Involuntary turnover alternatively is initiated by the employer that is employees leaving the organization while employees want/prefer to stay in organization. Employee turnover is a ratio comparison of the number of employees a company must be replacing in a given time period to the average number to total employees. (www.wisegeek.com)

2.4 Causes of Turnover

The causes of turnover can be summarized into the following seven factors:

1. Employees leave their work position due to low pay (remuneration, benefits, imbalance between performance and reward).
2. A secure future is an important factor having impact on the decision to leave a work position (trust in the company's vision, following business ethics, trust in leaders/management, new projects and innovation, speed of employee turnover, a vision of the future).
3. Good relationships at the workplace support employees' decision to stay with their organization although there are good reasons for leaving (co-operation, treatment, fairness, tolerance, helpfulness, the style of assigning and performing tasks).
4. Roles and positions (recognition) in the organization have a major impact on work satisfaction (prestige, opportunities, development, recognition).

5. Communication within the organization and its level also determines work satisfaction (type, feedback, sincerity, ethics, awareness, concealing of information, respecting opinions).
6. Organizational culture (strong) is a critical factor for an employee's decision to stay in the work position (workload, flexible working hours, access to sources, type of culture, focus on quality).
7. The expectation factor determines the length of stay in the work position (imbalance between work and personal life, unclear assignments, expectations, without the support of innovations proposed by employees).

2.5 Turnover Influencing Factors

Turnover basically arises from the unhappiness from job place for individual employee. But being unhappy in a job is not the only reason why people leave one company for another. If the skills that they possess are in demand, they may be lured away by higher pay, better benefits or better growth potential. That's why it is important to know and recognize the difference between employees who leave the job because they are unhappy and those who leave for other reasons. There are number of factors that contribute to employee turnover. We explore some of these factors in more detail below:

1. *The economy* - in exit interviews, one of the most common reasons given for leaving the job is the availability of higher paying jobs. Some minimum wage workers reported for leaving one job to another that pays only 50 cents an hour more. Obviously, in a better economy the availability of alternative jobs plays a role in turnover, but this tends to be overstated in exit interviews.
2. *The characteristics of the job* - some jobs are intrinsically more attractive than others. A job's attractiveness will be affected by many characteristics, including its repetitiveness, challenges, danger, perceived importance and capacity to elicit a sense of accomplishment.
3. *Demographics* - empirical studies have demonstrated that turnover is associated in particular situations with demographic and biographical characteristics of workers.
4. *The person* - In addition to the factors listed above, there are also factors specific to the individual that can influence turnover rates. These include both personal and trait-based factors. Personal factors include things such as changes in family situation, a desire to learn a new skill or trade or an unsolicited job offer. In addition to these personal factors, there are also trait-based or personality features that are associated with turnover.
5. *A bad match between the employee's skills and the job*- Employees who are placed in jobs that are too difficult for them or whose skills are underutilized may become discouraged and quit the job.
6. *Substandard equipment, tools or facilities* – If working conditions are substandard or the workplace lacks important facilities such as proper lighting, furniture, restrooms and other health and safety provisions, employees will not be willing to put up with the inconvenience for long time.

7. *Lack of opportunity for advancement or growth* – If the job is basically a dead-end proposition, this should be explained before hiring so as not to mislead the employee. The job should be described precisely, without raising false hopes for growth and advancement in the position.
8. *Feelings of not being appreciated* – Since employees generally want to do a good job, it follows that they also want to be appreciated and recognized for their works. Even the most seasoned employee needs to be told what he or she is doing right once in a while.
9. *Inadequate or lackluster supervision and training* – Employees need guidance and direction. New employees may need extra help in learning an unfamiliar job. Similarly, the absence of a training program may cause workers to fall behind in their level of performance and feel that their abilities are lacking.
10. *Unequal or substandard wage structures* – Inequity in pay structures or low pay is great causes of dissatisfaction and can drive some employees to quit. Again, a new worker may wonder why the person next to him is receiving a higher wage for what is perceived to be the same work.
<http://web.tuke.sk/fvtpo/journal/pdf07/3-str-64-68.pdf>

2.6 Turnover Intention

Turnover intent is the cognitive process of thinking, planning, and desiring to leave a job. Mobley et al study (1979 as cited in Shweta 1998). Turnover intention is serious issues especially in the field of Human Resource Management. This is focusing on market clearing level on the costs associated with high labor turnover. Turnover is, in fact, outcome of the turnover intentions. Turnover costs consist of cost of recruiting and selecting new employees and as well as the cost of loss of sales due to the low experience new worker. If an employee intends to leave and contributed to turnover rate, the losses of a company bear is much greater than paying a high wage to the employee. Employees' turnover will have substantial cost or risk of losing social capital. The research further examines the dimension on the employees' turnover intention, which is a controllable and uncontrollable force. There are five variable that been identify, which is the satisfaction with pay, satisfaction with working conditions, satisfaction with supervision, organizational commitment, and Job stress.

According to Jeffrey study (2007 as cited in Ramesh et al, 2012), if the distrust of management is pervasive and dissatisfaction among employees would lead to decreasing job tenure, increasing turnover and intention to quit. Therefore, employer shouldn't lose sight of this factor. Froese (2011) indicates that the five dimension of intercultural communication are used to be predicted the participants' cross cultural adjustment and work attitudes. The different communication and

conflict style are showed by the participants from Anglo-Saxon countries consistent with Korea culture. The first dimension is the participants must be proficiency in host country language, in order to reduce the negative influence on work related adjustment. The second is communication in English has a positive influence on expatriates' work adjustment. Third, is the foreign workers with indirect communication styles may be more likely to show cross-cultural adjustment and job satisfaction and less likely to show turnover intentions than those with direct communication styles. Fourth is the, foreign workers with competing conflict styles may less likely to show cross-cultural adjustment and job satisfaction and more likely to show turnover intentions. Fifth, the foreign worker can have more frequent interact with host country workers in the workplace. This show differences in conflict and communication styles may lead to misunderstandings and conflicts in the workplace, leaving foreign workers dissatisfied with their jobs and consider leaving the organization.

Turnover intention can be classified into unpreventable turnover, desirable turnover and undesirable turnover. The unpreventable turnover is due to the illness, family issue or retirement. Moreover, the desirable turnover is due to the employee's incompetence. Last but not least, for undesirable turnover would include competent and qualified employees leaving due to such organizational issues as lack of supervision, poor support and role conflict. These issues need to be addressed because they are directly affect client service quality and organizational effectiveness. Shim study (2010, as cited in Ramesh et al, 2012)

2.7 Intending as Doing

In 'Actions, Reasons and Causes,' Donald Davidson gave a reductive theory of 'intention with which' as 'syncategorematic': the phrase does not refer to an event or state of the agent, but is a way of re describing what he is doing in terms of a 'primary reason,' where this is understood as a pro-attitude towards actions having some feature, *F*, along with the belief that the original action has that feature (Davidson 1963). It is in virtue of its relation to a primary reason that the action counts as intentional, and this reason gives the intention with which the action is done. Davidson thereby unified, or took himself to have unified, intentional action and intention-with-which.

There are apparent cases of 'pure intending' in which no steps of any kind are taken. Suppose that I intend to write a book review but have yet to open the book. On the face of it, such pure intending cannot be reduced to intentional action. What is more, once we recognize the existence

of pure intending, ‘there is no reason not to allow that intention of exactly the same kind is also present when the intended action eventuates’ (Davidson 1978).

Intention is not merely predominant desire. If one intends to do *A*, one is already in progress towards doing it. In that sense, deliberation is over: one has begun. This is one way to vindicate the Aristotelian doctrine of action itself as the conclusion of practical reasoning.

2.8 Intention in Action

The idea of explaining intentional action through intention-with-which is associated with resistance to causal accounts of acting for a reason. It begins instead with intentional teleology doing *A* in order to do *B*, or with the intention of doing *B*—treating this as primitive and not involving intention as efficient cause. If we assume that every intentional action is done for a reason, and that this reason can be cast in teleological form, we can identify doing *A* intentionally with doing *A* in order to do something else. We thereby unify two guises of intention. Difficulties arise, however, from the case of idle behavior, in which I am doing *A* intentionally for no particular reason (Anscombe 1963), and from the possibility or necessity that teleological series come to an end. I am doing *A* in order to do *B* in order to do *C* ... in order to do *Z*, which I am doing for its own sake. Not all intentional actions are performed with a further end. The purported unity fades.

There are two immediate difficulties. First, although we sometimes form an intention prior to acting, this is not essential. I can wave my arm intentionally without planning in advance. This fact elicits a refinement often credited to Searle (1983): the distinction between prospective intention and intention in action. In the former case, one intends to do *A*, perhaps at some point in the future. In the latter, one intends to be doing it now. When *S* is doing *A* intentionally, she is doing it in execution of an intention in action, though except in very unusual cases she also intends to do *A*: to complete the action she is in the midst of performing

2.9 Intentions as Plans

For Bratman (1987) intention is a distinctive practical attitude marked by its pivotal role in planning for the future. Intention involves desire, but even predominant desire is insufficient for intention, since it need not involve a commitment to act: intentions are ‘conduct-controlling pro-

attitudes, ones which we are disposed to retain without reconsideration, and which play a significant role as inputs to [means-end] reasoning' (Bratman 1987). The plans for action contained in our intentions are typically partial and must be filled out in accordance with changing circumstances as the future comes.

Among the advantages of being able to commit ourselves to action in advance, are: (i) the capacity to make rational decisions in circumstances that leave no time to deliberate, or lend themselves to deliberative distortion; (ii) the capacity to engage in complex, temporally extended projects that require coordination with our future selves; and (iii) the capacity for similar coordination with others.

Bratman (1987) argues that these advantages are best secured if our intentions are consistent with one another and with our beliefs, and if they conform to principles of means-end coherence—for instance, that when we intend *E* and believe that intending *M* is necessary to achieve *E*, we also intend *M*. There is, he claims, a 'pragmatic rationale' for such requirements, 'one grounded in [their] long-run contribution to getting what we (rationally) want' (Bratman 1987).

The question is whether such accounts reveal the unity of intentional action, intention for the future, and intention-with-which. The more basic objection is about the role of intention in intentional action. Bratman (1987) does not ignore this connection: he proposes necessary and sufficient conditions for doing *A* intentionally that rely on the state of intending, though not always the intention of doing *A* itself. But it is open to question how deep the envisaged unity goes.

Bratman's conditions do not explain why intention must be involved in the antecedent of this conditional. Why must reasons attach to what I am doing by way of plans or guiding desires? One response is to admit that they may not: there can be intentional action without intention (Bratman 2000). But if we hope to unify intention with intentional action, we cannot accept this. Intention must figure in the correct account of acting for a reason, and thus intentionally. In order to avoid disunity, the theory of intentions as plans (or as guiding desires) needs such an account.

2.10 Intention and Belief

Doing something for a reason involves a belief about one's reason for doing it that constitutes intention in action and prospective intention, or intention for the future, involves a belief about what one is *going* to do and why. Intention as involving belief is the thread that binds these phenomena together. Where acting for a reason goes beyond mere purposive behavior of the sort characteristic of non-human animals, it essentially involves such knowledge: in acting for a reason. The claim that intention involves belief—most commonly, that if one intends to do *A*, one believes that one is going to do *A*—is widespread even among those who draw no particular inspiration.

The same point holds for intention in action: ‘What are you up to?’; ‘I am doing *A*.’ As well as thinking of intention as a kind of belief, Velleman holds that ‘practical reasoning is a kind of theoretical reasoning’ (Velleman 1989).

2.11 Effects of Employee Turnover

Excessive turnover can be very costly problems, according to Mathis and Jackson (1997) one with a major impact on productivity. A company with high turnover rate per year costs more in lost productivity, increase training time, increase employee selection time, lost work efficiency, and other indirect costs. But costs are not the only reason turnover is important. Lengthy training time, interrupted schedules, over time for others, mistakes, and not having knowledgeable employees in a place are some of the frustrations associated with excessive turnover (Mathis and Jackson, 1997).

The most obvious impact of turnover is that of increased costs. These costs are derived from a number of different sources, a few of which are listed below.

1. Administrative hiring costs.
2. Lost productivity associated with the interim period before a replacement can be placed on the job.
3. Lost productivity due to the time required for a new worker to get up to speed on the job.
4. Lost productivity associated with the time that coworkers must spend away from their work to help a new worker.

5. Recruitment of replacements, including administrative expenses, advertising, screening and interviewing, and services associated with selection, such as security checks, processing Costs of training, including supervisory and coworker time spent in formal training, as well as the time that the worker in training must spend off the job.
 6. Costs associated with the period prior to voluntary termination when workers tend to be less productive.
 7. In some cases costs associated with the communication of proprietary trade secrets, procedures, and skills to competitive organizations.
 8. Public relations costs associated with having a large number of voluntary or involuntary terminations in the community spreading gossip about the organization.
- Increased unemployment insurance costs

2.12 Consequence of Labor Turnover

“Turnover, especially voluntary, is often viewed as undesirable, although this is not always true. From the individual’s perspective; turnover is major way to improve employment opportunities. When such mobility results in improved income and/or satisfaction, society and the individual are both benefited. Employee initiated turnover may also have positive benefits for the organization if poor performers are the one most likely to leave.” (Henemanet, 1996)

Advantages;

1. It provides an incentive to recruit fresh staff.
2. It enables organizations to shed staff more easily when redundancies are planned (i.e. through natural wastage)
3. It opens up promotion channels for long-serving employees.
4. It introduces an element of “self selection” among new employees, which may have dismissal at latter date.

Disadvantages

1. Additional costs of replacement recruitment
2. Disruption to production of goods/services caused by leavers.
3. Additional training costs, especially induction and initial job training
4. Wasted investment in people
5. May lead to difficulties in attracting new staff

2.13 Turnover Costs

Generally, all costs related to the leaving and replacement of employees can be considered to be costs of labor turnover. These embrace not only the costs of recruitment and selection. As early as Gaudet (1960) put forward a rather comprehensive list of turnover costs with items such as advertising, college recruiting, applicant's travel expenses, medical examinations and psychological testing, recruitment awards for employees, and 'hotel entertainment'. The costs of these items can be accounted for, and the same roughly holds for the loss of sales because of vacancies and higher average pay due to extra overtime. More difficult to estimate are the extra expenditures for training and learning contextual skills, because these include also the costs of coaching, supervision and the loss of quality and product output. Even more complicated is the accounting for items like the loss of team productivity, the loss of effectiveness of informal communication and coordination processes and a decreased motivation of those employees who are left behind. Mobley study (1982 as cited in Arie et al, 2002). Sailors & Sylvestre study (1994 as cited in Arie et al, 2002) estimated the costs of labor turnover to US companies "to be several billion dollars per year" of which 20 per cent consists of direct turnover costs and 80 per cent of costs that can be associated but are not directly visible.

A particular perspective on the negative effects of turnover is provided by the resource-based theory of strategic human resource management. Prahalad & Hamel study (1990 as cited in Arie et al, 2002) and the related ideas on high commitment human resources management. Beer, Spector, Lawrence study (1984 as cited in Arie et al, 2002). According to these theories, a motivated workforce can really make a difference when competing in the market. Dedication to the organization's goals, knowledge of the firm's internal processes, its suppliers and customer relations is supposed to produce high performance (Herman, 1997). A high turnover rate is contradictory to high performance because it shows that one of the core conditions of high performance – i.e. a highly committed workforce is not met. Additionally, high commitment HRM requires long periods of training and socialization. Consequently, it will take more time before the break-even point between investments in human capital and the returns to these investments are reached. Therefore, in a context of high commitment HRM the costs of labor turnover will be relatively high.

2.14 Turnover Benefits

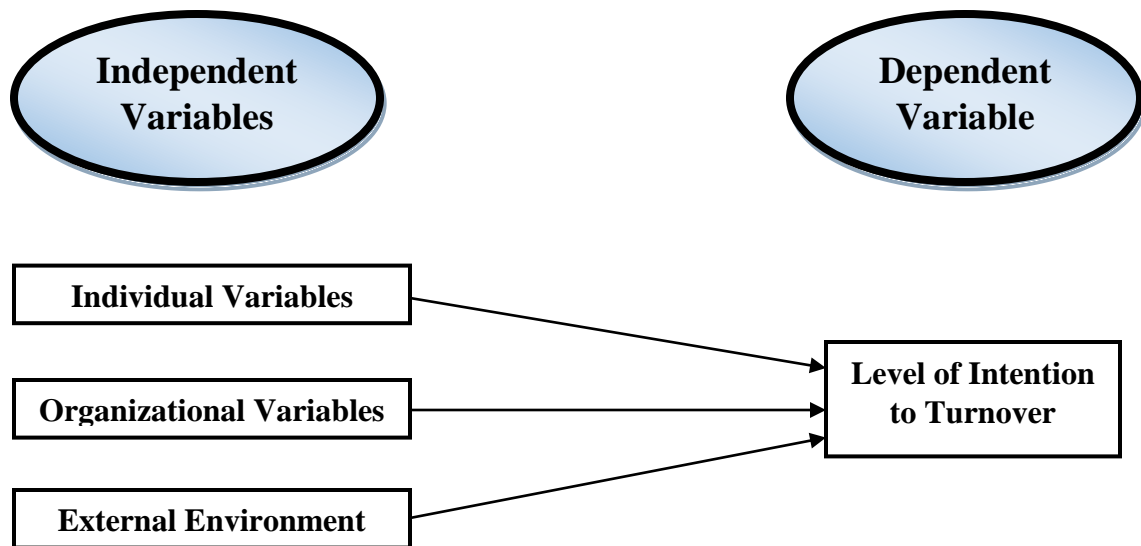
The following potential advantages of labor turnover could be listed:

1. *Leave of relatively expensive employees:* - This applies especially in case a firm uses a compensation system based on seniority or if the premiums for social security are age related. If the rise of labor costs exceeds the increase of productivity of an employee, replacement of the latter becomes profitable.
2. *Leave of less productive employees:*-This refers to workers who lose productivity due to aging, physical and mental wear or because they cannot cope with rising work pressures.
3. *Termination of bad matches:* - Even under the conditions of careful recruitment and selection procedures, some matches turn out to be better than others. This holds especially when productivity and performance do not so much depend on technology as well as on social relations and contextual skills. McEvoy & Cascio, study (1984 as cited in Arie et al, 2002)
4. *Innovation:*-Labor turnover creates possibilities for replacing employees and therefore enables firms to import new types of knowledge, ideas, experience and skills.
5. *Adjustment to market condition;* - The personnel demand of a firm is dependent on external conditions of which the market and the business cycle are important ones. Hence, some variation in the number of staff employed is inevitable. Compulsory redundancies may lead to substantial costs because of severance pays and may weaken the psychological contract with those workers who leave behind. A sufficient amount of 'natural' labor turnover may facilitate these adjustments.
6. *Facilitating the internal labor market:*-Internal labor markets provide the opportunities for career development of employees and are therefore an important instrument for motivation, the more if productivity is not easy to measure in the short run Baron & Kreps study (1999 as cited in Arie et al, 2002). Turnover creates the vacancies required for the internal labor market to function properly.
7. *The price of quality:* - Labor turnover is the price organizations have to pay for the employment of young highly skilled and well-educated professionals. Although these 'job hoppers' will leave the organization inevitably, during their stay they contribute significantly to the organization's success. Prevention of this kind of turnover would be the employment of more 'average' employees who are less attracted by the external labor market. Cappelli study (2000 as cited in Arie et al, 2002).

2.15 Conceptual Framework of the Study

Based on the different literatures reviewed and models developed by different researchers, the following conceptual framework was developed concerning the issue under study. There may be many variables which determine employee turnover intentions. However this study examined only three variables: individual variables, organizational variables and external environment and their relationship with level of intention to turnover.

Fig 1: Conceptual Framework of the Study



CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

The primary focus of this chapter is to provide an overview of the research methodology used to answer the research problems. Hence, the data sources, the sampling technique, data processing and analysis using statistical techniques will be discussed.

3.2 Research Design

The methodology/research design followed was determined by the nature of the problem statement or more specifically by the research objectives. Hence in this study, Descriptive research and Inferential Analysis was used. The major purpose of Inferential Analysis allow to infer from the data through analyzing the relationship between variables and how several independent variables might explain the variance in a dependent variable. The major purpose of descriptive research is description of the state of affairs as it exists at present. As the name implies, the major purpose of descriptive research is to describe characteristics of groups, organizations (Kothari 2004). The main characteristic of this method is that the researcher has no control over the variables; he can only report what factors determine turnover intentions of Petram Private Limited Company employees.

3.3 Types of Data and Data Collection Tools

To conduct this study, the researcher used both quantitative and qualitative data types which were collected through primary and secondary sources of data. Primary data was gathered through structured questionnaires containing both close and open-ended questions, to enable respondents to comment freely on any aspects. The questionnaires were administered to the sample respondents of the study area and were organized using Likert scale ranging from 1 to 5 and it was prepared both in English and Amharic language for the sake of respondents' convenience.

A cover letter was attached to the questionnaire, which explained the purpose of the study, ethical considerations such as anonymity, confidentiality, and it also highlighted that the participation is on voluntary basis. Employees were informed that the purpose of the study was to assess Factors

Determining Turnover Intentions of Petram Private Limited Company and there will be no right or wrong answers to questions included in the survey. Employees were also given the choice of emailing the completed questionnaire directly to the researcher at the email provided.

3.4 Population Size and Sampling Technique

The population of this study consisted of employees currently working at Petram PLC. The sample size selected here was considered as representative of company’s employees and from all 199 employees of the company, the researcher has taken 80 samples to represent the total population. As to the sample size determination, from among different methods, the one that has developed by Carvalho (1984), (as cited in Tamrat, 2007) was used. The following table 3.1 presents the sample size for this study.

Table 2: Sample Size Determination

POPULATION SIZE	SAMPLE SIZE		
	Low	Medium	High
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1,200	32	80	125
1,201-3,200	50	125	200
3,201-10000	80	200	315
10,000-35,000	125	315	500

Source: Carvalho, 2007

The population size of the study was 199, which was found within the range of 151-280 as Carvalho’s sample size determination indicated in table 2 above. According to Carvlho’s sample size determination, the sample size for the study was determined to be 50. But, taking in to account that larger sample size is more representative to the population under study and that the respondents may not all complete and return the questioners, larger sample size was applied in accordance with the given population size which was 80.

In order to obtain a representative sample, this study employed stratified random sampling technique. Under this technique, the population was divided into different divisions, which is individually more homogeneous than the total population. Then staffs were selected from the divisions by random sampling technique. Since each division is more homogeneous than the total population, this study was able to get more precise estimate for each division. By estimating more accurately each of the component parts of population, the study got a better estimate of the whole population.

3.5 Method of Data Processing and Analysis

3.5.1 Data Processing:

After the primary data gathering procedures were completed, the data was presented and analyzed in a way that can answer basic questions, ensure objectives of the study, and also show future implications of the study.

The method of data processing in this study was both manual and computer software. In the data processing procedure editing, coding, classification, and tabulation of the collected data was done. The researcher edited the collected raw data to detect errors, omissions, checking whether each questions were answered or not and all the questions had been answered. The process of assigning numerical or other symbols came next which was used by the researcher to reduce responses into a limited number of categories or classes. After this, the processes of classification or arranging large volume of raw data in to classes or groups based on common characteristics were applied. Data having common characteristics were placed together and in this way the entered data was divided into a number of groups. The responses of respondents were presented and analyzed both with qualitative and quantitative nature. However, some of the data were not inherently quantitative that is they do not necessarily have to be expressed in numbers, and so it had also a qualitative nature. Qualitative research is especially important where the aim is to discover the underlying human behavior to find out the Factors Determining Turnover Intentions. Qualitative approach to research is concerned with subjective assessment of attitudes, opinions, and behavior (Kothari 2004). Finally, tabulation was used to summarize the raw data and display in the form of statistical table for further analysis by using statistical package for social science (SPSS) software version 20.0.

3.5.2. Data Analysis:

After data collection and processing was finalized, the remaining work was analyzing and interpreting the collected data. The data gathered was analyzed in line with the study objectives already identified. The measures were derived from the literature and paid special attention to the validity and reliability of the measures. The obtained data was summarized, organized, tabulated, coded, and analyzed using SPSS 20.0 and descriptive statistics like frequency, percentage and ratio, which includes the means, standard deviations, T-test, Multiple Regressions, and ANOVA test. Comparison of the percentages were made to determine the difference to turnover intention in age, gender, marital status, level of education, job level, tenure and division. Based on the analysis, summary and conclusion was conducted and finally recommendation was forwarded.

3.6 Reliability and Validity

The questionnaire design of this study was based on previous literature and theoretical modifications. The questionnaires were structured into three parts: the first part was demographic variables, the second part was turnover intention, and the last part was regarding the external Environment, individual and organizational variable. Reliability is one of the major criteria for evaluating research instruments. Reliability measures the internal consistency of the model. In this research, Cronbach's alpha has been used to test the reliability of the measures. The value of Cronbach's alpha coefficient should be higher than the minimum cut-off score of 0.60 (Nunnally, 1978). All the factors had an alpha score higher than 0.75, except for external environment with alpha scores of 0.65, which is still marginally accepted. Generally observing these indicators it was concluded that the degree of internal consistency was adequate. Validity on the other hand is the extent to which any instrument measures what is intended to measure. The questionnaire was modified based on pre-test and expert opinions to improve the readability, and thus, it has content validity.

3.7 Ethical Considerations

Researchers need to anticipate the ethical issues that may arise during their studies (Hesse-Bieber & Leavey, 2006). Research does involve collecting data from people, about people (Punch, 2005). Researchers need to protect their research participants; develop a trust with them; promote the integrity of research; guard against misconduct and impropriety that might reflect on their

organizations or institutions; and cope with new, challenging problems (Isreal & Hay, 2006). Therefore, respondents will be assured that the information they provide is confidential and used for academic purpose only. Moreover, there is a statement confirming the prohibition of including any identity details or personal references in the questionnaire. This is to avoid any biased response or unauthentic data provided by respondents and to make participants certain that he/she cannot be traced; this would offer them enough room to express their ideas and point out their responses freely and safely. The data gathered in process of the study will be kept confidential and won't be used for any personal interest. The study will be controlled to be within acceptable professional ethics.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents the results of the study based on the empirical analysis of the data solicited from the research respondents. To facilitate ease in conducting the empirical analyses, the results of the descriptive analyses are presented first, followed by the inferential (statistical) analysis based on the methodology out lined in the previous chapter.

The statistical program used for the analysis and presentation of data in this study was the Statistical Package for the Social Sciences (SPSS) version 20.0. The descriptive statistics utilized are based on frequency tables and graphical illustrations to provide information on key demographic variables. External Environment, Individual and Organizational variable that Influence turnover intention obtained by the questionnaire in this study was achieved through summary statistics, which includes the means, and standard deviations values which are computed for each of the variables.

This is followed by presentation of the inferential statistics based on examination of each hypothesis formulated for the research. All statistical test results were computed at the 2-tailed level of significance. The alpha levels of .05 were selected a priori for test of significance for multiple regression analysis.

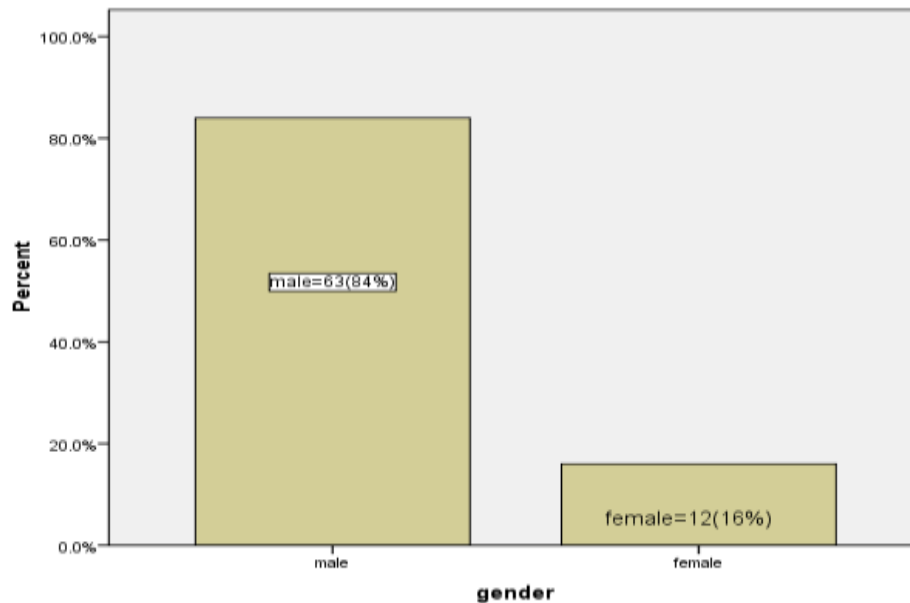
Unfortunately, only 75 respondents fully answered and returned the questioners. The rest 5 respondents could not be reached by the time of collection. Therefore, the response rate is about 93.75%.

4.2 Demographic Characteristics of Respondents

A profile of 75 samples of employees of Petram PLC who participated in this study were summarized in the form of frequencies and percentages, and subsequently presented only in the table form for each of the selected variables. These characteristics include: gender, age, marital status, Education level, and divisions.

4.2.1. Gender Distribution of Respondents

Fig 2: Gender Distribution of Respondents



Source: SPSS output

Figure 1 above presents a graphical representation of the gender distribution of the selected sample. There is a larger number of male respondents (n=63), which is 84% of the sample. The female respondents (n=12) comprise 16% of the sample from the total number of respondents N=75. From this one can conclude that there is no fair distribution of gender in the company.

4.2.2. Age Distribution of Respondents

Table 3: Age Distribution of Respondents

		Frequency	Percent
Age category	25-29	30	40
	30-35	31	41.4
	36-40	7	9.3
	Above 40	7	9.3
	Total	75	100

Source: SPSS output

The staffs were asked to write their age. The table above illustrates the details. The majority age group of respondents of the selected sample were between 25-35years, with 61 (81.4%) of respondents falling into this category. 7 (9.3%) of the respondents were between 36-40 years; and

the rest 7 (9.3%) of the respondents were above 40 years old. From this, one can conclude that majority of the respondents were young.

4.2.3 Marital Status of Respondents

Table 4: Marital Status of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	51	68.0	68.0	68.0
	Married	24	32.0	32.0	100.0
	Divorce	-	-	-	
	Total	75	100.0	100.0	

Source: Developed for this research

Regarding their marital status the majority of respondents were single (n= 51, 68%), followed by married or living together (n= 24, 32%). There were no divorced respondents. The table above illustrates the details. This could be interpreted, as most of the employees being single the company might be at risk of high level of turn over intentions since single individuals unlike the married once do not have that much of family responsibility and are not that much afraid of taking risks. But the result from the analysis could not reveal that.

4.2.4. Education Level of Respondents

Table 5: Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma or below	25	33.3	33.3	33.3
	Degree and above	50	66.7	66.7	100.0
	Total	75	100.0	100.0	

Source: SPSS output

Table 5 above shows the educational qualification of respondents. Majority of the staff 50 (66.7%) had a degree and above, while 25 (33.3%) had a diploma or below. Here also, it is assumed to have increased level of intention since employees with higher education level are expected to have high level of perceived alternative job opportunities.

4.2.5 Response from Divisions

Table 6: Response from Division

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	General Sales division	10	13.3	13.3	13.3
	General Service Division	8	10.7	10.7	24.0
	Pharmaceuticals Division	9	12.0	12.0	36.0
	Logistics Division	10	13.3	13.3	49.3
	Fire and Safety Sales Division	10	13.3	13.3	62.7
	SOE Division	9	12.0	12.0	74.7
	Administration Division	9	12.0	12.0	86.7
	Finance Division	10	13.3	13.3	100.0
	Total	75	100.0	100.0	

Source: SPSS output

Table 6 above indicates that the number of response from eight divisions were nearly equal i.e. 9 or 10 except one division which was 8 (10.7%). This shows that there was a fare distribution of questioners which would lead to a more accurate result.

4.2.6 Work Experience at Present Organization

The employees were asked to write their work experience. The following table illustrates the details.

Table 7: Work Experience

	Years	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	28	37.3	37.3	37.3
	2	24	32.0	32.0	69.3
	4	15	20.0	20.0	89.3
	10	5	6.7	6.7	96.0
	16	3	4.0	4.0	100.0
	Total	75	100.0	100.0	

Source: SPSS output

Table 7 above indicates that the majority of the respondents which constitute about 28 respondents (37.3 %) and 24 respondents (32%) have work experience of one year and two years work experience respectively and a very small proportion of respondents had a 16 years work experience, which constituted about 3 (4%). In this regard one can simply understand that the majority of employees are new and less experienced leaving the company with few experienced seniors staff.

4.3 Analysis of Data Pertaining to the Study

4.3.1 Employees Levels of Turnover Intention

Employees were asked to rate their levels of turnover intention based on structured questionnaire- having questions that contain three items. These include thinking about quitting, probably looking for a new job in the next year, and actively looking for a new job in the next year. The aggregate mean of these three question helps to know their level of intention. Their responses were measured on five point-Likert scale with 1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree.

When the respondents were asked about their level of intention Table 8 indicated that the arithmetic mean for the variables was of 4.15, which reveals that the respondents who participated in this study have articulated average perception of agree for these study questions. Therefore, it may be concluded from Table 8 that most of the respondents agree that employees' level of intention to turnover is high with 4.15 means and standard deviation of 1.06.

Table 8: Results on Respondents Extent to Turnover Intention

	Mean	Std. Deviation	N
Level of Intention	4.15	1.06217	75

Source: Developed for this research

4.3.2 Factors Determining Turnover Intention

According to Turner & Roszell (1994) as well as Barnes & et.al (1998), the external environment that significantly affect turnover intentions are security, Location, Social influence, commitment, sense of community, job stress, Weather condition, encroachment on an individual’s personal time, and institutional fit. With respect to individual variable, Spector (1997) listed the following five factors that significantly affect turnover intentions such as satisfaction with the nature of the work, Satisfaction with Supervisor, relation with co-workers, pay, and Perceived Alternative Job Opportunities. Lastly, the organizational factors that significantly affect turnover intentions consists of professional priorities and rewards, administrative relations and support, job satisfaction and the quality of benefits and services, Working condition, and engagement in work (Johnsrud & Rosser, 2002).

This part explains the descriptive statistics calculated based on the variables included in the External Environment, Individual, and Organizational variables. The measures of central tendency results obtained from the sample of respondents of the company are shown in Table 9 below.

Table 9: Central Tendency Statistics on Turnover Intention Determinants

Items	Mean	Std. Deviation	N
Individual variables	3.60	1.83807	75
Organizational variables	3.88	2.52579	75
External environment	4.07	1.89828	75

Source: Developed for this research

The structured questionnaire was prepared on the aforementioned variables such as external environment, individual, and organizational variables. Regarding the specific questions raised on External Environment, it contained nine items such as Social influence, Stability in the city, security in the city, Concerns over personal safety, Social status, Seeking social support, Location (The proximity of the workplace relative to your home) , Location (proximity of the workplace

relative to place of origin) and Weather condition of the city. Secondly, the specific questions raised on individual variables consisted of eight items, namely, problems with coworkers, Satisfaction with Supervisor, Attitude of immediate boss, satisfaction with the nature of the work, Perceived Alternative Job Opportunities, Advancement opportunities to higher levels within the organization, Professional status and Career development opportunities for further education. Lastly, the specific questions raised on organizational variable consisted of ten items. These are; Stressful work environment, Recognition, Fairness of reward and benefit, workload, Office layout, Working condition, Office facilities, Boss support degree, Availability of training, Fairness in giving training, Salary (Level of pay), Transportation Service and Health Insurance.

Their responses were measured on five point-Likert scale with 1 = not at all influential, 2 = slightly influential, 3 = somewhat influential, 4 = very influential, 5 = extremely influential. Based on the collected data, the levels of influence on turnover intention were assessed. In this connection, Table 9 indicates that the arithmetic means for all variables were calculated for the employees. Therefore, it may be concluded from Table 9 that respondents are most influenced by the external environment with a mean and standard deviation of 4.07, and 1.89 respectively. This was followed by organizational variable. In spite of that, sample respondents of the company were less influenced by the individual variable at a mean of 3.60.

4.3.3 Turnover Intentions Based on Research Variables

Multiple regression analysis takes into account the inter-correlations among all variables involved. This method is used to determine if the independent variables will explain the variance in level of intention. The equation of multiple regression on this study is generally built around two sets of variables, namely dependent variables (level of intention) and independent variables (Individual, organizational and external environmental variables). The basic objective of using regression equation on this study is to make the researcher more effective at describing, controlling the stated variables, understanding, and predicting.

For the purposes of determining the extent to which the explanatory variables explain the variance in the explained variable, multiple regression analysis was performed. The results of the multiple regression analysis are narrated as follows.

Regress intention to turnover (as dependent variable) on the selected External Environment, Individual, and Organizational variable (as independent variable) for the employees:

Hypothesis 1

Ho1: The External Environment, Individual and Organizational variable will not significantly explain the variations in turnover intention.

Ha1: The External Environment, Individual and Organizational variable will significantly explain the variations in turnover intention.

Table 10: Regress Turnover Intention on Study Variables

Multiple R	0.841
R square	0.707
Standard error	.126340
Residual	70
F	89.048
Regression	3
Sig.	.000**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.072	.028		.580	.238
Individual	.082	.012	.125	169.141	.000**
Organizational	.053	.017	.137	175.136	.000**
External	.170	.023	.175	209.223	.000**

** p < 0.05

Source: SPSS output

The results of the multiple regression analysis regress level of intention to turnover as dependent variable. This is presented in Table 10 above. This table also revealed that the coefficient of multiple correlations, which is the degree of association between level of intention to turnover and

its determinants by multiple R, is 0.841. Given the R Square, value of 0.707 the model summary revealed that the proportion of the variation in level of intention to turnover explained by the three predictors jointly is 70.7%. The remaining variance (29.3 %) is explained by other variables not included in this study.

The F-statistic of 89.048 at 4 and 70 degrees of freedom is statistically significant at 95% confidence level. This indicates the regression expressed through the squared multiple (R square = 70.7%.) is statistically significant. That is, the percentage of the variation in level of intention to turnover explained by the three variables accounts for 70.7%, and other unexplored variables may explain the variation in level of intention to turnover, which accounts for about 29.3 %. This is shown in table 10 Furthermore, the table shows that the research variables included in this study can significantly explain at 95% confidence level to the variation on the level of intention to turnover. The null hypothesis may, therefore, be rejected and it is accepted that, the three variables will significantly explain the variations in turnover intention.

The highest Beta-value was computed for variable of External Environment with a Beta value of (0.175) is the best predictor of level of turnover intention. This is followed by organizational variable with a Beta value of (0.137), while for the individual variable a Beta value of (0.125) is the poorest predictor level of intention to turnover when it is compared with the other variables under the study.

4.3.4 Turnover Intentions Based on Demographic Variables

Independent Samples T-Tests were computed for determining whether a significant difference existed between two groups. The study intended to look at two groups of data to see if the two groups were different and find out if means are significantly different from one another or if they are relatively the same in the case of their level turnover intention.

Hypothesis 2

H02: There is no statistically significant difference in levels of turnover intention between male and female employees of Petram PLC.

Ha2: There is statistically significant difference in levels of turnover intention between male and female employees of Petram PLC.

As it is clearly seen from table 11 below, the mean score for male (3.26) is higher than the mean score for female (2.91). The Sig. (2-Tailed) value is .379. This value is greater than 0.05. Based on this result, we can conclude that there is no statistically significant difference at 95% confidence level in levels of turnover intention between male and female employees of Petram PLC. Our Group Statistics box revealed that the Mean for the male was greater than the mean for female. As a result, it can be concluded that participant in the male level of turnover were able to recall not significantly than participant in female. The null hypothesis may, therefore, be accepted. i.e. there is no statistically significant difference in levels of turnover intention between male and female employees of Petram PLC. Ehrenberg, Kasper, and Rees (1990) found that variables such as faculty rank, salary, **gender**, and type of institution to have little or no effect on intent to leave (as cited by John et al, 2009).

On the other hand, findings of other studies suggested that male and female employees have experience on stress differently in several areas (Witt & Lovrich, 2004). The authors also concluded that females experience more intent to leave from high expectations, time constraints and general stress (as cited in John et al, 2009).

Table 11: Difference in Levels of Turnover Intention between Male and Female

	gender	N	Mean	Std. Deviation	Std. Error Mean	Mean difference	Standard error difference	t	Df	Sig (2-tailed)
level of intention	Male	63	3.2698	1.23401	.15547	0.3531	.39931	.884	73	.379
	female	12	2.9167	1.44338	.41667					

Source: SPSS output

Hypothesis 3

H03: There is no statistically significant difference in levels of turnover intention between Single and Married employees of Petram PLC.

Ha3: There is statistically significant difference in levels of turnover intention between Single and Married employees of Petram PLC.

Table 12: The Difference in Levels of Turnover Intention between Single and Married

	marital status	N	Mean	Std. Deviation	Std. Error Mean	Mean difference	Standard error Difference	t	Df	Sig (2-tailed)
level of intention	Single	51	3.2353	1.28978	.18061	0.0686	.31540	218	73	.828
	Married	24	3.1667	1.2395	.25300					

Source: SPSS output

As it is clearly seen from table 12 above, the mean score in single (3.23) is slightly higher than the mean score for married (3.16). The Sig. (2-Tailed) value is .828. This value is greater than 0.05. It can be concluded from this that there is no statistically significant difference at 95% confidence level in levels of turnover intention between Single and Married employees of Petram PLC. Since our Group Statistics box revealed the Mean for the single was greater than the mean for married, it can be concluded that participants in the single level of turnover were able to recall not significantly than participants in married. The null hypothesis may, therefore, be accepted and therefore, there is no statistically significant difference in levels of turnover intention between Single and married employees of Petram PLC.

Hypothesis 4

H04: There is no statistically significant difference in levels of turnover intention between Diploma holders or below and Degree holders and above in employees of Petram PLC.

Ha4: There is statistically significant difference in levels of turnover intention between Diploma holders or below and Degree holders and above in employees of Petram PLC.

As it is clearly seen from table 13 below, the mean score (3.24) in Degree holders and above is slightly higher than the mean score (2.16) of Diploma holders or below. The Sig. (2-Tailed) value is .048. This value is *less than* .05. Because of this, we can conclude that there is statistically significant difference at 95% confidence level in levels of turnover intention between Diploma holders or below and Degree holders and above in employees of Petram PLC. Since the Group Statistics box revealed that the Mean for the Degree holders and above was greater than the mean for Diploma holders or below, we can conclude that participants in the Degree holders level of turnover were able to recall significantly than

participants in Diploma holders. The null hypothesis may be therefore rejected and it is accepted that, there is statistically significant difference in levels of turnover intention between Diploma holders or below and Degree holders and above in employees of Petram PLC.

Educational level also has been found to be significantly related to intent to leave (Thorsen, 1996; Zhou & Volkwein, 2004).

Table 13: Difference in Levels of Turnover Intention between Diploma or below and Degree and above

	level of education	N	Mean	Std. Deviation	Std. Error Mean	Mean difference	Standard error difference	T	Df	Sig (2-tailed)
level of intention	Diploma or below	25	2.1600	1.46287	.29257	1.08	.7985	.22	73	.048
	Degree and above	50	3.2400	1.17038	.16552					

Source: SPSS output

By using ANOVA test, the study attempted to see if more than two groups of data were different. The T-tests was used to compare the means from two different groups of data whereas 1-Way ANOVA test used to compare three or more groups or conditions. 1-Way ANOVA can also help to find out if the means for each group / condition are significantly different from one another or if they are relatively the same.

Hypothesis 5

H05: There is no statistically significant difference in levels of turnover intention among Divisions of Petram PLC.

Ha5: There is statistically significant difference in levels of turnover intention among Divisions of Petram PLC.

Table 14: Difference in Levels of Turnover Intention between Divisions

level of intention		Sum of Squares	df	Mean Square	F	Sig.
Between Groups		56.587	7	8.084	8.736	.030
Within Groups		62.000	67	.925		
Total		118.587	74			
level of intention	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
GSD	10	3.1000	1.59513	.50442	1.9589	4.2411
GSrD	8	2.7500	.46291	.16366	2.3630	3.1370
PHD	9	4.2222	.97183	.32394	3.4752	4.9692
LD	10	3.8000	1.54919	.48990	2.6918	4.9082
FSSD	10	2.2000	.42164	.13333	1.8984	2.5016
SOED	9	2.7778	.66667	.22222	2.2653	3.2902
AD	9	2.1111	.33333	.11111	1.8549	2.3673
FD	10	4.6000	.51640	.16330	4.2306	4.9694
Total	75	3.2133	1.26591	.14617	2.9221	3.5046

Source: SPSS output

As to table 14 above, the Sig. value is .030. Since this value is *less than* 0.05, it can be concluded that there is statistically significant difference in levels of turnover intention between divisions of Petram PLC. The null hypothesis may, therefore, be rejected and it is accepted that, there is statistically significant difference in levels of turnover intention between divisions of Petram PLC. The mean score for the pharmaceutical division (4.22) and finance division (4.60) are higher. Moreover, they have high levels of turnover intention. Regarding the fire and safety sales division and Administration division, their mean score is low which accounts about 2.20 and 2.11 respectively and they have low levels of turnover intention.

4.3.5 Additional Opinions and Comments

While responding to the questionnaire, the respondents were given the opportunity to add if they had any additional opinion and comments about the individual, organizational, and external environment variables that influence turnover intention. According to their responses, more than half of the respondents (64%, n=48) did not provide any additional opinion or comments. Nevertheless, the remaining respondents (36%, n=27) forwarded additional opinion and comments. They stated some additional factors that affect turnover intention that were not included in the questioner like for example; the management system of the company, high cost of living, delay of payment, shortage of water and toilet facilities in the company, level of pay compared to other similar companies, benefit scheme for loyalty, performance based reward and benefit system, and salary increment to staff members during the same period. They also mentioned other general factors like the ever-changing business landscape and factors affecting the business of the company such as policy changes and competition level.

CHAPTER FIVE

SUMMARY, CONCLUSION, LIMITATION AND RECOMMENDATION

This chapter deals with the summary of findings, conclusion, limitation of the study and recommendation. The summary of findings include; the Demographic variables, Individual variables, Organizational variables, and External Environment that Influence turnover intention.

5.1. Summary of Findings

- In terms of length of stay in the organization, the majority of the respondents had a work experience of one and two years.
- The number male respondents were more than threefold of the female respondents.
- Most of the respondents were young in age. On the contrary, mature (senior) respondents were quite few.
- Regarding qualifications, most of the respondents were Degree holders and above.
- In terms of marital status, more than half of the respondents were single whereas the remaining 32% of respondents were married.
- There was statistically significant difference in levels of turnover intention between Degree holders and above and Diploma holders or below in the company under study.
- On the other hand, there was no statistically significant difference in levels of turnover intention between married employees and the Single once. Also the same was true between male and female employees.
- There was statistically significant difference in levels of turnover intention among divisions of Petram PLC.
- The mean score for pharmaceutical division (4.22) and finance division (4.60) was the highest showing high levels of turnover intention, and lower mean score was observed in fire and safety sales division (2.20) and administration division (2.11) showing lower levels of turnover intention.
- Respondent's level of intention to turnover was high. Most of the responses from the respondents showed that the level of intention to turnover was high with 4.15 means and standard deviation of 1.06.

- Percentage of the variation in level of intention to turnover explained by the three variables is accountable for 70.7%, and other unexplored variables may explain the variation in level of intention to turnover, which accounts for about 29.3 %, table 10.
- Table 10 further shows that, all the variables; External Environment, Individual, and Organizational variable included in this study can significantly explain at 95% confidence level to the variation on the level of intention to turnover.
- The highest Beta-value was computed for variables of External Environment with a Beta value of (0.17) followed by organizational variables with a Beta value of (0.13), while the individual variables a Beta value of (0.12) was the poorest predictor of level of intention to turnover when it was compared with the above mentioned variables under study.

5.2 Conclusion

Understanding factors that affect turnover intention is important to the company's success as well as for the implementation of effective retention strategies. Studies show that turnover intentions precede the actual turnover behavior of employees. If the company wants to reduce staff turnover, then it is imperative for them to understand the factors that trigger turnover intentions among their employees. So many factors affect turnover intention. In this paper, individual, organizational, and external factors contributing to employee turnover intentions have been analyzed. Whereas no single factor can be attributed to turnover intentions, it is advisable to take a holistic approach towards handling employee turnover issues in the company.

The major conclusion of this study is that there is statistically significant difference in levels of turnover intention between Degree holders and above and Diploma holders or below, and among Divisions of Petram PLC. According to the theoretical discussion and the findings of this study, level of intention to turnover for staffs is high. External Environment was found to be the highest predictor of level of intention to turnover with a mean and standard deviation of 4.07, and 1.89 respectively followed by organizational variables. Furthermore, sample respondents of the company's employee were less Influenced by individual variables at a mean of 3.60.

Accordingly, this high level of turnover intention of the employees will cause very costly problems since it will eventually lead them to leave. And that will surely result in huge cost on the company due to lost productivity, increased training time, increased employee selection time, lost work efficiency, and other indirect costs leading to loss of competitive advantage. But costs are not the only reason turnover is important. Lengthy training time, interrupted schedules, over time

for others, mistakes, and not having knowledgeable employees in a place are some of the frustrations associated with excessive turnover. Therefore, the researcher listed some useful recommendations below for the company to implement.

5.3 Limitation of the Study

While conducting the research, many constraints were faced by the researcher. Some of the constraints were; reaching the respondents at the time of distributing and collecting the questioners. Secondly, reluctance of the management when they were asked to provide some relevant data for the research and to allow the researcher to reach the sample respondents. Thirdly, inexperience of the researcher with such broad research causing him difficulties while data collecting and working through the analysis. Fourthly, lack of sufficient data from the administration of the company. Last but not least, time and budget which are always in scarce. Not only this but also, the fact that the study was only conducted in one sector of the company limits the generalisability of the research findings.

5.4 Recommendation

Based on the findings and conclusions of the study, the researcher forwards the following recommendations to the management of Petram PLC and other researchers.

- Since the findings of the study proved that, there are different factors that affect the level of intention, the management of the company should communicate with its employees periodically on problems that have direct or indirect influence on turnover intention of staffs so that the sense of responsibility may be uplifted by the employees.
- Further assessment should be conducted in order to identify major justifications persisted among the divisions on the levels of turnover intention so that specific remedies or corrective measures could be taken accordingly.
- The level of turnover intention of the company's employees was found to be very high. One way of addressing this challenge could be increasing the interaction between managers and employees in staff meetings and increasing guided discussions of topics related to these issues. This is to say that the concerned bodies need to identify employees' perceptions on current policies and administrations through discussion, regular review meetings, and interviews in such a way that leads to designing or taking corrective measures and in turn create ownership feeling on the staff members of the organization.

- Expanding and increasing short as well as long-term training opportunities across all divisions in the company. It should not be limited to specific divisions or employees.
- The company should exert its at most efforts in fulfilling necessary office equipments and facilities such as computer, printer, photo copy machine, water, toilet... etc.
- To attain its objectives and motivate employees towards better performance, attract and reduce the level of intention, the company should also consider resolving problems related to payment delayance and level of pay compared to other competitors. The company needs to revise and improve the current payment procedures.
- Assess the existing motivation and benefit schemes of the company and revise them in such a way that attracts and retains qualified staffs. Not forgetting to mention also devising performance based reward and benefit system, and salary increment to staff members during the same period.
- Being one of the biggest private limited companies, which involves a high level of people interaction, it is very important to use human resource efficiently in order to satisfy customers and contribute to the public. Therefore, the company has to consider giving capacity building training for its staffs as much as possible to decrease level of intention through well-developed training programs, since investment on people helps to maintain and develop their abilities and skills which will in turn benefit the company itself by increasing its competitiveness.
- An advancement opportunity to a higher level within the organization was one of the important factors influencing level of intention. However, employees of this company were found less satisfied in this regard. As a result, to reduce the level of turnover intention, the management should provide them with chances for promotion or opportunities for personnel development such as: a fair chance for promotion, succession planning, development opportunities in a management career path or a specialist career path to satisfying their needs for career growth and development.
- Furthermore, the findings of this study showed that employees of this company were not comfortable with the external environment. One way of handling this problem is by delegating responsibilities of safety, health and well-being to different units.
- Management should work towards creating smooth and conducive working environment and work closely with subordinates and arrange flexible working condition as stressful work environment is very influential for turnover intention.

- Since the findings of this study proofed that many factors that determine the level of turnover intention like Stressful work environment, Office facilities, Weather condition, Social status, Fairness of reward, and benefit, Professional status, Location, satisfaction with supervisor, Seeking social support, Recognition, Boss support degree, office layout, Perceived and Alternative Job Opportunities, the company should consider to see all factors which determine the level of turnover intention. Since skilled staffs turnover affect the company, it could strongly work on reduction mechanisms like encouraging employees to participate in decision making, arranging good working environment, sharing benefits based on their performance, giving promotions, giving clear path for career advancement, training and development mechanisms.

Future research directions

- ✓ Future research can be carried out to determine factors affecting turnover intention and other variables which were not identified in the present study.
- ✓ The sample was drawn from only one private organization, thus this study may be limited in its generalisibility of the findings to other such organizations. So, future research should have to draw sample of respondents from different privet limited companies for the sake of comparing and generalizing the results of the study.

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APPENDICES

APPENDIX 1

St. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF GENERAL MBA

This questionnaire is prepared to be filled by employees of Petram PLC. The objective of the questionnaire is to assess Factors that Determine Turnover Intentions of employees of Petram PLC. The study will be undertaken for an academic purpose only. Your responses are confidential. Thank you in advance for your collaboration to fill the questionnaire honestly and sincerely with the sacrifice of your leisure and work time.

General directions: Do not write your names or any identifying information on the questionnaire. This questionnaire will be filled and returned back to the researcher as fast as possible. Give response for all the questions. Your responses are very important for the researcher to accomplish the research study. Researcher's contact address; Email address: oa.sherief@yahoo.com phone number: +251911632566

Thank you for your cooperation!

PART-I: PERSONAL INFORMATION OF THE RESPONDENTS

Please put "X" or "√" symbol in the provided box as per to your personal information

1. Gender: Male Female
2. Age: _____
3. Marital status: Single Married divorced
4. Level of education:
Diploma or below Degree and above
Other(s), please specify _____
5. Division _____
6. Length of stay in the organization (in Years): _____

Part- II: Information pertaining to the study

2.1. Respondents' levels of turnover intention.

Please read the given statements that contain 1-5 scaled numbers having scored each and choose only one number according to your level of agreement and circle the number. To be clear and suitable, the numbers of this questionnaire are represented as follows:-

5 = strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = strongly disagree

s. no	Statements	Score				
		5	4	3	2	1
1	I probably look for a new job in the next year.	5	4	3	2	1
2	I often think about quitting	5	4	3	2	1
3	I will likely actively look for a new job in the next year.	5	4	3	2	1

2.2. Factors influencing turnover intention

Please read the given statements that contain 5 scales. Please put “X” or “√” symbol in the provided box and choose only one number according to your level of influential. To be clear and suitable, the numbers of this questionnaire are represented as follows:-

1 = not at all influential 2 = slightly influential 3 = somewhat influential

4 = very influential 5 = extremely influential

External Environment		Level of Influence on turnover intention				
		1	2	3	4	5
1	Social influence					
2	Stability in the city					
3	security in the city					
4	Concerns over personal safety					
5	Social status					
6	Seeking social support					
7	Location (The proximity of the workplace relative to your home)					
8	Location (proximity of the workplace relative to place of origin)					
9	Weather condition of the city					

Please write in this space if you have any additional information that can influence your turnover intention regarding external environment

Individual variable		Level of Influence on turnover intention				
		1	2	3	4	5
10	Problems with coworkers					
11	Satisfaction with Supervisor					
12	Attitude of immediate boss					
13	satisfaction with the nature of the work					
14	Perceived Alternative Job Opportunities					
15	Advancement opportunities to higher levels within the organization					
16	Professional status					
17	Career development opportunities for further education					

Please write in this space if you have any additional information that can influence your turnover intention regarding Individual variable

Organizational variable		Level of Influence on turnover intention				
		1	2	3	4	5
18	Stressful work environment					
19	Recognition					
20	Fairness of reward and benefit					
21	workload					
22	Office layout					
23	Working condition					
24	Office facilities					
25	Boss support degree					
26	Availability of training					
27	Fairness in giving training					
28	Salary (Level of pay)					
29	Transportation Service					
30	Health Insurance					

Please write in this space if you have any additional information that can influence your turnover intention regarding Organizational variable

Please write in this space if you have any comment or additional information

APPENDIX 2

ቅድስት ማሪያም ዩኒቨርሲቲ

የድህረ ምረቃ ትምህርት ቤት

ይህ ቃለ-መጠይቅ በፔትራም ኃ. የተ. የግል ኩባንያ ሠራተኞች እንዲሞላ የተዘጋጀ ነው። የቃለ-መጠይቁ ዓላማ የድርጅቱ ሠራተኞች ሥራን ለመልቀቅ እንዲያስቡ ተፅእኖ የሚያደርጉ ምክንያቶችን ለማለስ ነው። ጥናቱም የሚካሄደው ለአካዳሚክ (ለትምህርታዊ) ጉዳይ ብቻ ነው። ስለሆነም የምትሰጡት ምላሾች ሚስጥራዊ ናቸው። የሥራ ሠዓታችሁንና የዕረፍት ጊዜያችሁን በመስዋት፤ በራስ ፍቃደኝነትና ታማኝነት ይህን ቃለ-መጠይቅ ለመሙላት በመተባበራችሁ በቅድሚያ የላቀ ምሥጋናችንን ልናቀርብላችሁ እንወዳለን።

አጠቃላይ መመሪያዎች፡- በቃለ-መጠይቁ ላይ ስማችሁንም ሆነ ማንነታችሁን የሚያጋልጡ መረጃዎችን እንዳትጽፉ። ይህ ቃለ-መጠይቅ ተሞልቶ ለአጥኚው አካል በተቻለ ፍጥነት እንዲመለስ ይጠበቃል። ለቀረቡት ጥያቄዎችም ሁሉ መልስ እንዲሰጥባቸው ይጠበቃል። መልሶቻችሁ ሁሉም አጥኚው አካል ለሚያደርገው ጥናት ማጠናቀቂያ እጅግ በጣም ጠቃሚ ናቸው።

የአጥኚው አካል አድራሻ እንደሚከተለው ነው፡-

ኢ-ሜይል: oa.sherief@yahoo.com የስልክ ቁጥር: +251-911-632566

ለምታደርጉልን ትብብር ደግመን እናመሰግናለን!

ክፍል 1: የመልስ ሰጪዎች የግል መረጃ

እባክዎ እንደ የግል መረጃዎ ዓይነት በጎን በተቀመጡት ሣጥኖች ውስጥ “X” ወይም “√” ምልክት ያድርጉ።

1. ጾታ፡- ወንድ ሴት

2. እድሜ፡- _____

3. የጋብቻ ሁኔታ፡- ያላገባ ያገባ የተፋታ

4. የትምህርት ደረጃ፡-

ዲፕሎማ ወይም ከዛ በታች ዲግሪ እና ከዛ በላይ

የተለየ መልስ ካለ እባክዎ ይግለፁ፡- _____

5. የሥራ ክፍል፡ _____

6. በድርጅቱ ውስጥ የቆዩበት ጊዜ(በዓመት)፡- _____

ክፍል 2: ለጥናቱ ተገቢ የሆኑ መረጃዎች

2.1. መልስ ሰጪዎች ስራን ለመልቀቅ ያላቸው የአሳቢነት ደረጃ

እባክዎ የሚከተሉት 5 ደረጃዎችን ያመለክቱ መግለጫዎችን በማንበብ እርሶ የሚስማሙበትን ቁጥርን (ደረጃ) አንዱን ብቻ በመምረጥ ያክቡ። ግልፅ እና አመቺ እንዲሆን የዚህ ቃለ-መጠይቅ ቁጥሮች እንደሚከተለው ተዘርዘረዋል፡-

- 1. በጣም እስማማለሁ
- 2. እስማማለሁ
- 3. መወሰን ያዳግተኛል
- 4. አልስማማም
- 5. በጣም አልስማማም

ተ.ቁ.	መግለጫ	ደረጃ				
		5	4	3	2	1
1	ምናልባት በሚቀጥለው ዓመት ውስጥ አዲስ የስራ ቦታ አፈላልግ ይሆናል					
2	ብዙውን ጊዜ ሥራ ለመልቀቅ አስባለው					
3	በሚቀጥለው ዓመት በሙሉ ልብ አዲስ ሥራ ላፈላልግ እችላለው					

2.2. ሥራ የመልቀቅ ሀሳብ ላይ ተፅእኖ የሚያደርጉ ምክንያቶች

እባክዎ የሚከተሉት 5 ደረጃዎችን ያመለክቱ መግለጫዎች በማንበብ እርሶ የሚስማሙበትን ቁጥር አንዱ ላይ በቻ የ“X” ወይም “✓” ምልክት ያድርጉ። ግልፅ እና አመቺ እንዲሆን የዚህ ቃለ-መጠይቅ ቁጥሮች እንደሚከተለው ተዘርዘረዋል፡-

- 1. ምንም ዓይነት ተፅእኖ የለውም
- 2. ትንሽ ተፅእኖ አለው
- 3. የተወሰነ ተፅእኖ አለው
- 4. በጣም ተፅእኖ አለው
- 5. እጅግ በጣም ተፅእኖ አለው

ተ. ቁ	ውጫዊ አካባቢ (External Environment)	ሥራን የመልቀቅ ሀሳብ ላይ ያለው የተፅእኖ ደረጃ				
		1	2	3	4	5
1	ከማህበራዊ ተሰማሚነት አኳያ					
2	ከከተማው መረጋጋት አኳያ					
3	ከከተማው ደህንነት አኳያ					
4	ከግል ደህንነት አሳሳቢነት አኳያ					
5	ከማህበራዊ ሁኔታ አኳያ					
6	ከማህበራዊ ድጋፍ ፍለጋ					
7	አቀማመጥ (ከመኖሪያ ሥፍራ ርቀት አኳያ)					
8	አቀማመጥ (ከትውልድ ሥፍራ ርቀት አኳያ)					
9	ከከተማው የአየር ንብረት ሁኔታ አኳያ					

እባክዎ ውጫዊ አካባቢን (External Environment) በተመለከተ ሥራ የመልቀቅ ሀሳብዎ ላይ ተፅእኖ ሊያሳድሩ የሚችሉ ተጨማሪ ምክንያቶች ካሉ ከዚህ በታች ባለው ክፍት ቦታ ላይ ይጻፉ፤

ተ. ቁ.	ግላዊ ምክንያቶች (Individual variable)	ሥራን የመልቀቅ ሀሳብ ላይ ያለው የተፅእኖ ደረጃ				
		1	2	3	4	5
10	ክስራ ባልደረቦች ጋር ባሉ ችግሮች					
11	ከተቆጣጣሪው ጋር ካለው የሥራ እርካታ					
12	የቅርብ አለቃህ አመለካከት					
13	ክስራው ባህሪ ያለህ አርካታ					
14	አማራጭ የሥራ ዕድሎች መኖር					
15	በድርጅቱ ውስጥ ወደ ላቀ የሥራ እርካታ የማደግ ዕድሎች					
16	የባለሙያነት ደረጃ					
17	የሥራ ችሎታን የማዳበር ዕድሎች					

እባክዎ ግላዊ ምክንያቶችን (Individual variable) በተመለከተ ሥራ የመልቀቅ ሀሳብዎ ላይ ተፅእኖ ሊያሳድሩ የሚችሉ ተጨማሪ ምክንያቶች ካሉ ከዚህ በታች ባለው ክፍት ቦታ ላይ ይጻፉ፤

ተ. ቁ	ድርጅታዊ ምክንያቶች (Organizational variable)	ሥራን የመልቀቅ ሀሳብ ላይ ያለው የተፅዕኖ ደረጃ				
		1	2	3	4	5
18	አድካሚ የሥራ አካባቢ ከመሆን አኳያ					
19	እውቅና ከማግኘት አኳያ					
20	የሽልማትና ጥቅማጥቅሞች አሰጣጥ ሚዛናዊነት					
21	የስራ ጫና					
22	የቢሮ አቀማመጥ ሁኔታ					
23	የሥራ ሁኔታ					
24	የቢሮ እቃዎች ከመግለጻት አኳያ					
25	የአለቃ ድጋፍ ደረጃ					
26	ስልጠና የማግኘት ሁኔታ					
27	በስልጠና አሰጣጥ ላይ ያለው ሚዛናዊነት					
28	የደሞዝ መጠን					
29	የትራንስፖርት ሰርቪስ					
30	የጤና ኢንሹራንስ					

እባክዎ ድርጅታዊ ምክንያቶችን (Organizational variable) በተመለከተ ሥራ የመልቀቅ ሀሳብዎ ላይ ተፅዕኖ ሊያሳድሩ የሚችሉ ተጨማሪ ምክንያቶች ካሉ ከዚህ በታች ባለው ክፍት ቦታ ላይ ይጻፉ፤

እባክዎ የተለየ (ከተጠቀሱ ነጥቦች ውጪ) አስተያየት ወይም ተጨማሪ መረጃ ካልዎት ከዚህ በታች ባለው ክፍት ቦታ ላይ ይጻፉ፤

DECLARATION

I the under signed hereby declare that this thesis has been prepared by me in partial fulfillment of the requirements for the award of a Master's degree in Business Administration. I wish to state that this work has never been presented in any University or Institution of learning apart from references made to the works of other people for which I have dully acknowledged. Therefore it is an original work done by me under a close supervision of my advisor.

Name

St. Mary's University, Addis Ababa

Signature

June, 2015

STATEMENT OF CERTIFICATION

This is to certify that Omer Abdulmohsin has carried out his research work on the topic titled as: “Factors Determining Employee Turnover Intentions: In Case of Petram Private Limited Company”. The work is original in nature and is suitable for submission for the award of Master’s Degree in Business Administration.

Advisor: _____

Signature: _____

Date: _____