



St. Mary's University
School of Graduate Studies

**ASSESSMENT OF STAFF TURNOVER INTENSTIONS FROM
EMPLOYEES PERSPECTIVE: THE CASE OF WEGAGEN BANK S.C**

By
Loza Berhane

May, 2019

ADDIS ABABA, ETHIOPIA

**ASSESSMENT OF STAFF TURNOVER INTENSTIONS FROM
EMPLOYEES PERSPECTIVE: THE CASE OF WEGAGEN BANK S.C**

**By
Loza Berhane**

**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY,
SCHOOL OF BUSSINESS IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE
OF MASTER OF BUSINESS ADMINISTRATION**

May, 2019

ADDIS ABABA, ETHIOPIA

**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
SCHOOL OF BUSINESS**

**ASSESSMENT OF STAFF TURNOVER INTENSTIONS FROM
EMPLOYEES PERSPECTIVE: THE CASE OF WEGAGEN BANK S.C**

**By
Loza Berhane**

APPROVED BY BOARD OF EXAMINERS

Dean, School of Business

Advisor

External Examiner

Internal Examiner

May, 2019

ADDIS ABABA, ETHIOPIA

Declaration

I, the undersigned, declare that this research paper is my original work, prepared under the guidance and supervision of my advisor Asst. Professor Shoa Jemal. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Loza Berhane

May, 2019

ADDIS ABABA, ETHIOPIA

Endorsement

This thesis has been submitted to St. Mary's University school of graduate studies for examination with my approval as a university advisor.

Asst. Professor Shoa Jemal.

Acknowledgements

First and Foremost, I want to thank and praise the Lord for his blessing and giving me the strength to through this. I extend my gratitude to my advisor Asst. professor Shoa Jemal for his advice, encouragements and for his excellent guidance during my research paper, thank you very much sir you have been very helpful. My thanks go to my co-workers for their support throughout this study. To my family and friends, words failed me to thank for their huge support throughout the course of research. Last but not least I would like to thank the staff of Wegagen Bank S.C for their cooperation and collaboration for providing information and all the needed documents.

Thank You

Acronyms/Abbreviations

HR: Human Resource

HRM: Human Resource Management

S.C: Share Company

SPSS: Software Package for Social Science

TABLE OF CONTENTS

| | |
|------------------------|-----|
| Acknowledgments..... | i |
| Acronyms..... | ii |
| Table of Contents..... | iii |
| List of Tables..... | iv |
| List of Figures..... | v |
| Abstract..... | vi |

CHAPTER ONE: INTRODUCTION

| | |
|--|---|
| 1.1 Background of the Study..... | 1 |
| 1.2 Operational Definition of Key Terms..... | 3 |
| 1.3 Statement of the Problem..... | 3 |
| 1.4 Research Questions..... | 5 |
| 1.5 Objective of the Study..... | 6 |
| 1.5.1 General Objective..... | 6 |
| 1.5.2 Specific Objectives..... | 6 |
| 1.6 Significance of the Study..... | 6 |
| 1.7 Scope of the Study..... | 7 |
| 1.8 Limitation of the Study..... | 7 |
| 1.9 Organization of the Study..... | 8 |

CHAPTER TWO: LITERATURE REVIEW

| | |
|--------------------------------------|----|
| 2.1 Theoretical Literature | 9 |
| 2.1.1 Turnover..... | 9 |
| 2.1.2 Types of Turnover..... | 9 |
| 2.1.2.1 Involuntary Turnover..... | 9 |
| 2.1.2.2 Voluntary Turnover..... | 10 |
| 2.1.3 Turnover Intention..... | 10 |
| 2.1.4 The Turnover Decision..... | 12 |
| 2.1.5. Causes for turnover..... | 11 |
| 2.1.5.1 Job Satisfaction..... | 11 |
| 2.1.5.2 Salary and Compensation..... | 13 |

| | |
|--|----|
| 2.1.5.3 Employee Relationship with Management/ Supervisor..... | 14 |
| 2.1.5.4 Organizational Environment/Culture..... | 15 |
| 2.1.5.5 Alternative Employment Opportunity Elsewhere..... | 16 |
| 2.1.5.6 Training and Development Opportunity | 17 |
| 2.1.5.7 Appraisal/Evaluation..... | 18 |
| 2.2 Empirical Studies..... | 19 |
| 2.3 Conceptual Frame Work..... | 20 |

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

| | |
|---|----|
| 3.1 Research Design and Approach..... | 21 |
| 3.2 Population, Sample Size and Sampling Technique..... | 21 |
| 3.2.1 Research Population..... | 21 |
| 3.2.2 Sample Size..... | 21 |
| 3.2.3 Sampling Technique..... | 22 |
| 3.3 Sources of Data | 22 |
| 3.4 Data Collection Instruments | 23 |
| 3.5 Procedures of Data Collection..... | 23 |
| 3.6. Pilot Testing..... | 23 |
| 3.6.1 Validity..... | 23 |
| 3.6.2 Reliability..... | 24 |
| 3.7 Data Analysis Techniques..... | 24 |
| 3.8 Ethical Consideration | 25 |

CHAPTER-FOUR: DATA ANALYSIS AND INTERPRETATION

| | |
|---|----|
| 4.1 Responsive Rate..... | 26 |
| 4.1 Demographic Characteristics of Respondents..... | 26 |
| 4.2 Data Analysis of Collected Data..... | 28 |
| 4.2.1 General Analyses of Turnover Intention and factors that Trigger them..... | 43 |
| 4.3.2 Frequency of Factors that Highly Influence Turnover Intention..... | 44 |

CHAPTER FIVE: FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

| | |
|-------------------------------------|----|
| 5.1. Summary of Major Findings..... | 46 |
|-------------------------------------|----|

| | |
|---------------------------|-----|
| 5.2. Conclusions..... | 46 |
| 5.3. Recommendations..... | 48. |

References

Annex

LIST OF TABLES

| | |
|--|----|
| Table 1.1 Number of Professional Employee Turnover..... | 5 |
| Table 3.1 Professional Staff No. for Tier 1 Branches..... | 21 |
| Table 3.2 Reliability Test..... | 25 |
| Table 4-1 Demographic Characteristic of the Respondents | 27 |
| Table 4-2 Five-Point Scale..... | 29 |
| Table 4-3 Respondents' Opinion about their Job..... | 29 |
| Table 4-4 Respondents' Attitude about payments..... | 31 |
| Table 4-5 Respondents' Opinion about working environment..... | 32 |
| Table 4-6 Respondents' Outlook on Supervisors/Managers..... | 34 |
| Table 4-7 Respondents' View about Training and Development..... | 37 |
| Table 4-8 Respondents' Opinion about evaluation/appraisal..... | 38 |
| Table 4-9 Respondents' Idea about alternative job opportunities..... | 39 |
| Table 4-10 Respondents' Current Attitude about turnover intention..... | 41 |

LIST OF FIGURES

Figure 2.1: Conceptual Framework

Figure 4.1: Reasons that would Trigger Respondents to Consider Leaving the Bank

Abstract

The objective of this study is to assess staff turnover intention in Wegagen Bank S.C. This specific study tries to identify the main issues/reasons for turnover intention which eventually leads to actual turnover. In doing so the study uses both primary and secondary data sources and for the purpose of collecting data, it uses questionnaires as mean instruments for the current professional employee. And collection of valuable data from department of human resource management and bank magazine has been used. In order to analyze the collected data descriptive statistics was used and analyzed using methods such as mean, percentage and frequency. The finding of the study reveals that, highly dissatisfaction of the employees with the payment and compensation they receive, dissatisfaction with the work life balance and culture within the bank, lack of fair promotion and carrier advancement, disagree with the evaluation method and evaluation they received, and as most employees believe there are numerous job opportunities, one that pays better that can possibly aggravates this intention. Most of these employees admitted for having turnover intention currently. The most stated possible reasons for turnover intention is insufficient payment, alternative opportunity, insufficient benefits and luck of carrier advancement respectively this the main causes of the high employee turnover. To conclude Wegagen Bank S.C need to improve the employee's payment and compensation to compete with other private banks. Should improve the working hours or compensate accordingly. On final note the evaluation method should be reviewed and reevaluate the effectiveness, this are some of the recommendations given in order to solve the problem.

Key Words: Employee's Turnover Intention, Payment, Job Opportunities, Evaluation, Working Environment, Carrier Advancement, Work Life Balance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

People are an important asset in all social organizations and from the perspective of the organization; people are resources which organizations cannot exist without them, therefore it's necessary to retain this valuable resources. Employees with high turnover intentions that stay with their organizations tend to be lower performing and engage in fewer organizational citizenship behaviors (Cropanzano, Rupp, & Byrne, 2003).

In the competitive business climate, employees are becoming important assets in the organization. Employees' commitment determines organizational performance and survival. Employees are expected to fulfil organizations needs and objectives (Arokiasamy *et al.*, 2010). Trevor and Nyberg (2008) concur that high level of employee turnover may impede the quality, consistency and stability of services that organizations provide to customers which eventually lead to customers dissatisfaction. The strongest precursor to actual turnover is turnover intentions of an employee, i.e. the intention the employee has to leave his job (Mobley *et al.*, 1978).

Employee turnover can be both voluntary and involuntary. This study considers voluntary turnover and its past history, in which the employee desires to leave the organization voluntarily, moreover to escape negative experiences in the work environment or to follow better opportunities that are more satisfying, either in terms of career advancement or financially. Turnover intention is a silent danger that exists in every organization. Turnover intention is described as "*the cognitive process of thinking, planning, and desiring to leave a job*" (Feng and Angeline, 2010: p. 426).

Since the 1970s, industrial psychologists have focused on the issue of employee turnover from a microscopic angle. They have been focusing on the relationship between turnover intention and variables such as job satisfaction, organization environment, supervisor support and organizational justice which all have obvious role for turnover intention (anales de psicologia, 2017).

The general purpose of this research is to assess the turnover intention of professional employees of Wegagen Bank S.C from their perspective. As it's already known there are

causes that trigger the thought of turnover and the side-effect that comes with on the organization objective and the loss it incurred. High rate of employee's turnover can impact negatively on organization productivity since most of the experienced and highly productive staffs will be lost and it can take a long time before the newly recruited staff.

The most common reason for employee turnover is due to the salary scale because employees are usually in search of job that pays better. Those who are desperate for a job may take the first one that comes along to carry them through while searching for better paying employment. Also, employees tend to leave a company because of unsatisfactory performance evaluation.

This study conclude employee's intention for turnover that could be the causes of actual turnover that impact negatively on organizational productivity. This study is ought to found out what the employees intentions are for turnover at Wegagen Bank S.C.

Background of the Study

Wegagen Bank S.C was established on the 11th of June 1997 EC. It come to life as a result of entrepreneurial wit of sixteen founding members who recognized the critical role that financial institutions would play toward creating a sustained economic development and were able to put in an initial paid-in capital of birr thirty million.

Wegagen bank has a network of 285 branches of which 114 are in Addis Ababa and the remaining 171 are located in other cities and towns of the country. To expand its service coverage, the bank keeps on opening additional branches both in Addis Ababa and regional towns.

Wegagen bank is governed by the board of directors consisting of a chairperson, a vice chairperson and seven directors. The overall management team which comprise the president/chief executive officer, who is appointed by the board of directors, four vice-presidents and sixteen directors as well as manager of engineering service.

The bank have a vision "To be one of the ten most reputable and competent banks in Africa by the year 2025"

Wegagen bank S.C's one of mission statement is to be the employers of choice by creating conducive achieve their career aspirations. One of human resource management objectives

about retaining employees is helping to attract and retain high-quality people based on the bank's need.

1.2. Operational Definition of Key Terms

Employee Turnover: refers to the rate at which an employer gains and losses employees (Armstrong, 2006).

Turnover Intention: intension or thoughts about leaving a job (simon, muller & hasselhorn, 2010).

Employees: refers to full time worker at Wegagen Bank S.C.

Professionals: refers to employees on operational level who have held diploma and above which include supervisor and customer service officers in Wegagen Bank S.C

1.3 Statement of the Problem

One of the most critical issues facing organizations today is how to retain the employees they want to keep. Employee turnover has always been a matter of concern for all type of organizations therefore large number of employee turnover if unfavorable for organizations. Turnover matters for three key reasons: (1) it is costly; (2) it affects a business's performance; (3) it may become increasingly difficult to manage. (David G. Allen, 2006)

According to (Staw 1980) the organization has to pay a heavy cost of replacement of employees as turnover negative consequence; the organization has to pay a big portion of its time to recruiting and selecting activities which will increase the administration's responsibilities.(Mobley, 1982) have stated that negative impact of turnover to organizations might be due to high cost of recruiting, training and getting new employees, productivity loss during replacement search and retaining, loss of high performers or high-skilled workers, and disruption of social and communication structures.

Turnover intention is steps back from the actual turnover. Consequently, studying about employee turnover intention is mandatory to alleviate the avoidable dysfunctional voluntary turnovers. Thus, as Shweta J. (2009), stated proactive measures may be adopted by the organization to control the actual turnover, if it is aware of the turnover intentions of its employees.

Job turnover has seems as an issue that has to treat with earnest manner due to its significant impact towards an organization, particularly in human resource management (Peterson, 2004). Organization has to be alert on the intention of job turnover in employees and look for the most appropriate and effective solution to overcome this trend so that the critical impacts on organization can be avoided or reduced.

This research will help readers to acknowledge turnover problem and help awakens many methods to prevent them. In Wegagen Bank for the last five years there have been high rate of turnover and it's been increasing especially this past year.

It have been costly to recruit and train high amount of new employees, the bank have been experiencing employees replacement by new ones and this brings of compline from consumers that have adapted the previous employees . It's known that in service sector there need to be familiar faces and trust worthy employees instead of the new one who probably take time to fully be trained and start working.

According to the Wegagen bank HR, from four job categories (managerial, professionals, clerical and non-clerical), the majority of turnovers are experienced on officers on the operational/professional level. The following table shows the past five fiscal years number and the percentage of the professional employees who no longer works in the bank.

Table 1.1 Number of professional employee turnover

| No. | Year | Total No. of Professional Employees Left Wegagen Bank S.C | Total Percentage of the Professional Employee's Turnover (%) |
|-----|---------|---|--|
| 1 | 2013/14 | 178 | 18.31 |
| 2 | 2014/15 | 153 | 15.74 |
| 3 | 2015/16 | 209 | 21.50 |
| 4 | 2016/17 | 191 | 19.65 |
| 5 | 2017/18 | 220 | 22.63 |

Source: *Wegagen Bank S.C HRM office documented data, 2019*

As the table above shows that the bank turnover rate has been increasing and becoming an issue within the bank. The data shows the past five fiscal years of total number of actual professional employee's turnover. As the data table indicate that for the past five years the employees turnover rate have been fluctuating, the employees turnover have been rising and not really showing major decline on the turnover rate, in this case considering there might be even larger number of turnover in the future years to come, there need to be solution to prevent this problem.

Wegagen Bank S.C have been experiencing high turnover rate which gets higher every year and there are a lot of studies regarding this but the problem hasn't resolved yet. This problem can be addressed by identifying employee's side of the situation to find out what HR department should consider, in order keeping the employees satisfied and retaining them. This research has assessed what's the attitude of the professional employees on the basic research.

1.4. Research Questions

This study tries to investigate the issues that contribute to employee turnover intention at Wegagen Bank S.C; thus study primarily focuses on answering the following basic research questions.

- What are the elements that trigger the professional employee's turnover intention of Wegagen bank?
- What are the most triggering causes of turnover intention more than the others comparatively?
- How many of the bank professional employees intending to quit their job currently?

1.5 Objectives of the Study

1.5.1 General Objective

The overall objective of the study is to identify and understand the staff turnover intension from employee perspective on case of Wegagen Bank S.C.

1.5.2. Specific Objective

- To assess the elements that triggers the Wegagen Bank's professional employee's turnover intention.
- To assess the most triggering causes for turnover intention comparatively in the bank.
- To assess how many of the bank professional employees intending to quit their job currently.

1.6 Significance of the Study

The findings of this study are great significance to multi-purpose for different concerned bodies. Such as researchers involved in human resource development research activities, the study will further make a contribution to the literature on employee turnover which will be part of articles useful by researchers who want to further this study. And it will generate the solution for risen problem

- For the upcoming researcher: the finding has some limitation due to the time and cost budget, so it is not depth investigation. That means it will serve as initial point or entering door for the coming researcher to investigate depth in regard of the problem. It indicates the concurrent gap for the researcher that needs to be researched by the time.
- For Wegagen Bank S.C: as the objective of the study is to assess the staff turnover intension from the employee perspective, it will solve the problem to some extent and give contribution to HRM retentionplan. The study aims to create awareness on the reasons of high employee's turnover in the organization.
- For academia: The study has a substantial benefit to the academia, as the study explores into the subject area.

1.7 Scope of the Study

The research was delimited conceptually, geographically, methodologically, strategically, capacity of the researcher and timely.

Conceptually, the research has been planned to investigate on the assessment of staff turnover intention from employee perspective. From all job categories (managerial, professional, clerical and non-clerical) the study only focus on employees who are on professional level, the researcher have assessed both intrinsic and extrinsic causes of turnover intention such as; job, payment, working environment, managerial/supervisors effect, evaluation method and opportunities elsewhere.

Geographically; the research was delimited on Wegagen Bank city tier 1 branches, which are located in different Addis Ababa areas. Beklobet, Goffa, Mesalemia, T/Haymanot, Bole, Gerji, MeskelSq and stadium.

Methodologically, the research has reviewed secondary data analysis supported by primary sources. The analysis was also document observation for secondary data and supported by quantitative data collection method for primary data. the research will be analysing in descriptive way of research strategy. The researcher will be using cluster sampling method of tier one.

Timely; the researcher has reviewed five fiscal years of professional turnover document, which is 2013/14 up to 2017/18. Primary data was collected from the current professional employees working in the bank.

1.8 Limitation of the Study

It would have been more convenient if the study had been made in all city branches of Wegagen Bank S.C and have the chance to participate more employees on this study unfortunately due to time and financial constraints the research is limited to the tier one branches. The researcher also faced some limitation while doing this study due to Lack of access to the right HRM data that is updated and Lack of up-to-date literature in the study areas.

1.9. Organization of the Study

This study has five separate chapters; the first chapter is an introduction part which introduces the background of the study, statement of the problems, objectives of the study, significant of the study, scope and limitation of the study. Chapter Two, the literature review is focused on the outline previous literature on employee's turnover and turnover intentions. It discusses factors that contribute to high employee's turnover in the banking industry. Chapter Three have contained the methodology used in collecting data and justify why this method is chosen. Chapter Four focuses on analysis and findings, analyzed the data collected from the questionnaires administered and discuss the findings of the survey. Chapter Five contain Conclusion and recommendation as to summarize the result of the survey and finishes with recommendations and suggestions for further study.

CHAPTER TWO

LITERATURE REVIEW

This section reviews the relevant literature to form a basis for the study. It examines both the theoretical literature and the empirical review on the employee's turnover intention and elements which influence turnover intention.

2.1 Theoretical Literature

2.1.1 Concept of Turnover

Turnover is the process in which employees leave an organization and have to be replaced. It's mostly related to job satisfaction and organizational commitment, which can be affected by different independent factors. Many organizations have found that turnover is a costly problem. As cited by Ngo T. (2009), Stephen P., Timothy A., (2008), he also defined employee turnover as "voluntary and involuntary permanent withdrawal from an organization. Employee turnover is highly related with employee turnover intention, which as defined by Mobley (1979), is the individual's intention to voluntarily quit the organization or profession, as cited by Shweta J. (2009).

Employees leave organizations for all sorts of reasons. Some find a different job, some go back to school, and some follow a spouse who has been transferred out of town. Others retire, get angry about something and quit on impulse, or never intended to keep working after earning a certain amount of money. Still others get fired or laid off, or they come into money like an inheritance and decide they no longer need a job. (David G. Allen, 2006). Turnover is of two types voluntary turnover and involuntary turnover, when employer fire the employees it is said to be involuntary turnover and when the employees quit their job by their willingness it is called involuntary turnover. (Dess and Shaw 2001).

2.1.2 Types of Turnover

(Robert J. Mathis and John H. Jackson) classification of turnover as:

2.1.2.1 Involuntary Turnover; employees getting terminated due to poor performance or work rule violations.

2.1.2.1 Voluntary Turnover; employees leave by choice, it can be caused by many factors, including career opportunities, pay, supervision, geography, and family

/personal reasons. Voluntary turnover also appears to increase with the size of the organization; most likely because larger firms are less personal are permeated by an “organizational bureaucracy” and have more employees who are inclined to move.

1. **Functional Turnover;** lower performing or disruptive employees leave.
2. **Dysfunctional Turnover;** key individuals and high performers leave at critical times.
 - **Uncontrollable Turnover;** employees leave for reasons outside the control of the employer.
 - **Controllable Turnover;** employees leave for reasons that could be influenced by the employer. Organizations are better able to retain employees if they deal with the concerns of employees that are leading to turnover. (Robert J. Mathis and John H. Jackson)

Also as stated by (Collini, Guidroz, & Perez, 2015; Hayes et al., 2006; Hinshaw & Atwood, 1984). Turnover can be either voluntary which is when an individual quits their job at their own request or it can be involuntary which is defined as the company initiating the turnover or dismissing the employee

2.1.3 Turnover Intention

When the employees are not satisfied with their jobs and organizations do not have trust in their employees the employee's intention towards turn over will be greater, they will leave the organization and the duration of their job will be smaller (Jeffrey, 2007). According to Castro, & Shepherd, 2007, turnover intention is the major determinant of turnover behavior. As cited on (Riley, 2006) Employees work interdependently in an organization, quitting of some of the employees', affects the efficiency of the remaining employees. It is good for the organization to fire the employees who are not productive and replace them with the productive one's which will increase the human capital and the new one's will bring innovative ideas and solutions.

Turnover intentions are the instant connection to turnover behavior (Boles *et al.*, 2007). A turnover intention is a mental decision prevailing between an individual's approach with reference to a job to continue or leave the job (Jacobs and Rood, 2007). As (Dess and Shaw, 2001) put it, turnover is costly, some of the cost being diminution in morale among remaining staff, work overload, and loss of social capital. It is therefore widely accredited that identifying

and dealing with antecedents of turnover intentions is an effectual way of reducing actual turnover.

2.1.4 The Turnover Decision

Employee turnover is usually not a spontaneous decision but a process of disengagement, the process can take anywhere from a few days and up to years. The process usually starts with some kind of shocking event, often a psychological contract breach. Many employees become disengaged long before they leave, and disengaged employees can have negative effects on the organization as their organizational commitment lowers, absenteeism increases, productivity lowers and these employees work actively against the company (Branham, 2005).

2.1.5. Causes for Turnover

Employee turnover can be caused by various factors which in turn can have impacts in the performance and the future of the bank. These factors can stem from the employer, the employees or both. Cited on (Samson Kuria & Dr. Ondigi Alice, 2012), Mitra et al. (1992) demonstrated that turnover is associated in particular situations with demographic and biographical characteristics of workers. This study had an important role in explaining the functioning of labour markets, shedding light on the process of matching workers to firms and on the nature of the employment relationship. Labour turnover patterns have important implications for wage determination, work organization, career prospects and the accumulation of firm-specific human capital according to the ILO (2001).

2.1.5.1 Job Satisfaction

Job satisfaction can be defined as a pleasurable or positive emotional state that results from the job or experience from the job (Clark, 1996). It is also defined as an individual's cognitive, evaluative and affective reactions towards his or her job. And maintaining a high level of job satisfaction is important both to retain and keep employees engaged and committed. Employees who are satisfied are more likely to be committed to their organizations and decreased the intention of quitting from a job. According to (Spector, 1997) there is an association between job satisfaction and turnover intention of employees. Cited on (Iqra S, Momina W, Sidra S and Muhammad R, 2014), When the employees are not satisfied with their jobs and organizations do not have trust in their employees the employee's

intention towards turn over will be greater, they will leave the organization and the duration of their job will be smaller (Jeffrey, 2007).

According to (Susskind et al, 2000) job satisfaction has a significantly negative association with turnover intention on consistent basis. Positive attitudes towards job are equivalent to job satisfaction where-as negative attitudes towards job have been defined variously from time to time. (Solomon Oyetola Olusegun, 2013). Job satisfaction is also defined as a general expression of workers' positive attitudes built up towards the jobs (Man M., 2011).

According to (Spector, 1997) Job satisfaction is work related research topic in the field of organizational psychology, organizational behaviour and in the industrial area. And also according to Mobley (1977) Job satisfaction is negatively related with the turnover intention of employees. Employees often think to leave their job; they often make comparison of their current job with the others and evaluate the alternatives which they can get by leaving their recent job. According to (Susskind et al, 2000) job satisfaction has a significantly negative association with turnover intention on consistent basis. According to (Blau, 1987) researchers have proved that job satisfaction has direct influence over the turnover intention.

The relationship between job satisfaction and turnover indicates that more dissatisfaction among employees results in a higher risk of considering other employment options. It is a general feeling about the job or a set of attitudes towards various aspects of the job (Coomber& Louise Barriball, 2007). Job satisfaction is a measure of an employee's well-being and can give a further insight into the work environment. It can predict whether an employee is likely to quit a job or stay in a job (Clark, 1996). There are diverse factors that can influence turnover and intention to leave a job or profession. Job satisfaction is said to predict reduced turnover and turnover intention (Clark, 1996; Collini et al., 2015).

Large amount of researches are present which link the job satisfaction with turnover intentions (Williams et al., 2001). From past findings it is clear that job satisfaction has a direct effect on turnover intentions as well as an indirect effect through organizational commitment (Blau, 1987). By number of the researches we found that employee satisfaction is the most forecasting aspect in turnover. When the job satisfaction and turnover relation is considered in the future, special interest is focused as a different idea of job satisfaction, the methodology and the change in research settings can lead to different results. If the employee is not satisfied with the job, then the rate of intention to leave is high. On the other hand, if the employee is satisfied with its job, then there is less chance of turnover.

Work related Stress

The stress-turnover relationship has received considerable attention and has been empirically supported in different contexts, worker types, and cultures (Zhao, Liu and Zhang, 2003). It's related organizational commitment and positive relationships with turnover intentions, turnover, and withdrawal behavior), relationships with challenge stressors were generally the opposite (positive relationships with job satisfaction and organizational commitment and negative relationships with turnover intentions and turnover).

The emerging evidence as stated by Leontaridi and Ward (2002) stress is serious and noxious characteristic of the working environment impairing employee performance through turnover and absenteeism. Furthermore, stress is naturally present in the organizations and it is produced due to different workplace stressors (Zhang and Lee, 2010). As mentioned by Applebaum *et al.*, 2010, environmental stressors in the work environment influence the job satisfaction of employees which in turn leads to the intention to leave the job. Besides, job stress experienced by employees is also one of the important factor affect how the committing with organization. Job stress occurs when employees perceive an imbalance between their work demands and their capability and resources to meet these demands. (Yeoh Sok Foon, Lim Chee-Leong & Syuhaily Osman 2010).

2.1.5.2 Salary and Compensation

Most people work for a living. It is rational that employees demand an appropriate level of compensation for their effort. Such compensation may be offered in monetary (direct) reward, such as salary and bonus, or bundled with other non-monetary (indirect) reward such as medical insurance (Mondy, 2010).

“Pay is something given in exchange for services rendered in organization”. Shaw et al (1998). Employee's benefits are those aspects or reward made by the employer to the employee in addition to their basic pay. To be more precise, one of the critical factors of employee turnover is lower salary, they tend to stay no longer with the organization (Lavob, 1997). An attractive benefits package helps to attract employees to the organization and retain them. Organizations can compete with each other on basic pay but it's often the benefits package which makes the organization more or less attractive to their competitors (Adrian M, Margaret I & Nuala C, 2010). It has played a significant role in retaining and rewarding high

quality human resources. Equitable compensation is important for employee retention. In turn, greater compensation equity occurs with fair appraisal (Christine P., Cecile B. & David S., 2008). Professional development funding is often an easy target for budget cuts that negatively affects both the organization and its employees as people.

When employees 'receive lower salary and insufficient financial rewards' It is often said that job dissatisfaction is the major cause of poor pay scale procedure, leading employees to leave the job. A good example of this is that a new employee may guess why the person next to him gets a high salary for what is supposed to be the similar job (Dobbs, 2001). A common opinion is that good pay can be a strong determinant of job satisfaction that leads to achieve higher productivity in the organization.

2.1.5.3 Employee Relationship with Management

Given the costs, organizations should aim to manage turnover intentions strategically. Since an employee's intentions to remain in a job is directly influenced by their relationship with their supervisor (Allen et al., 2009; Cowden et al., 2011).

Coaching and Feedback are lacking. Effective managers know how to help employees improve their performance and consistently give coaching and feedback to all employees. Ineffective managers put off giving feedback to employees even though they instinctively know that giving and getting honest feedback is essential for growth and building successful teams and organizations. (Jimmy L. Smith, Jim Smith Quality, 2009)

Decision-making Ability is lacking; close supervisors appear insecure regarding their employees' ability to perform their jobs without the manager directing every move. Organizations need employees to have ownership and be empowered! Empowered employees have the freedom to make suggestions and decisions. Today "empowerment" seems to be a catch-all term for many ideas about employee authority and responsibility. However, as a broad definition, it means an organization gives employees latitude to do their jobs by placing trust in them. Employees, in turn, accept that responsibility and embrace that trust with enthusiasm and pride of ownership. (Jimmy L. Smith, Jim Smith Quality, 2009)

Skills being inadequate: Many managers were promoted because they did their jobs very well and got results. However, that doesn't mean they know how to lead. There is saying leaders aren't born they are made. People skills can be learned and developed, but it really

helps if a manager has a natural ability to get along with people and motivate them. Managers should lead by example, reward by deed. (Jimmy L. Smith, Jim Smith Quality, 2009)

The support of the managerial staff is important for creating better working conditions and facilitating professional development. This includes support and motivation, having staff meetings, encouraging teamwork, and defining clear roles and expectations. Too little managerial support is related to lower job satisfaction as well as lower performance (Ackerman, 2006).

High employee turnover is caused by the instability in the management of an organization. Employees are more inclined to stay and work when the organization is stable and friendly working environment (Bergmann and Scarpello, 2001). Organizations could eventually reduce in size turnover unless organization has performed as well-balanced communication system between managers and workers (Griffeth and Hom, 2001). According to (Eatough, 2010), work-related behavior and situations such as management style, limited resources availability, incorrect job instruction and fairness are the causes of interpersonal conflict with supervisors.

Ongori (2007) found that if an employee is uncertain about the expectations of his boss and peers, and inadequately informed about the organization, may cause low satisfaction and commitment. This may cause his intention to leave the organization. Personal feedback needs strong communication between the supervisor and employee to align the goals of an employee and organization (Sias, 2005). Therefore, supervisors and managers have an important impact on employee turnover and the quality of supervision also determines the length of time that employees stay in an organization.

Bank system and operation are hierarchical structure, and interactions between supervisors/managers and subordinates have detrimental effect on the performance and productivity of the bank, because this relationship plays a vital role on turnover intentions and influences employees.

2.1.5.4 Organizational Environment/Culture

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

Work-life imbalance: Increasing with economic pressures, organizations continue to demand that one person do the work of two or more people. This is especially true when an organization downsizes or restructures, resulting in longer hours and weekend work. Employees are forced to choose between a personal life and a work life. This does not sit well with the current, younger workforce, and this is compounded when both spouses or significant others work. (Jimmy L. Smith, Jim Smith Quality, 2009)

The organizational culture: The reward system, the strength of leadership, the ability of the organizations to elicit a sense of commitment on the part of employees, and its development of a sense of shared goals, among other factors, will influence such indices of job satisfaction as turnover intentions and turnover rate. (Samson Kuria & Dr. Ondigi Alice, 2012)

A well-developed organizational culture is one of the factors that influence the employees to stay put in the organization. If employees are not being contented with the culture, work environment, organizational structure, the probability is that they will quit the job (Mowday et al., 1982). It is often said that organizations are able to attract and motivate employees by practicing the best organizational culture. Thus, it may lead them to continue work in the organizations.

Organizational culture is comprised of behavioral expectations that become unspoken rule for survival and success within the organization (Adrian M, Margaret I & Nuala C, 2010). Creating a culture that values and encourages honest feedback and communication relies heavily on that culture of inclusion. If staff feels like their supervisors or co-workers will not actually listen to them, they will become more disengaged, and likely operate on incorrect assumptions as well. To create this culture, leadership must provide, know how to hear, and value honest feedback. Information must be communicated proactively in a way that employees want to hear. Staff absolutely must feel safe reporting issues (especially sensitive ones like discrimination) to leadership and believe that something will be done about it, or a

toxic culture of silence will take hold. The more managers and employees can model and hold each other accountable to positive communication practices (Brenna M. Kutch, 2017).

2.1.5.5 Alternative Employment Opportunity Elsewhere

Numerous studies acknowledged that the perception triggers the turnover intention (Griffeth, Hom, & Gaertner, 2000; Khatri et al, 2001; Mor Barak, Nissly, & Levin, 2001). Employees leave the organization if there is a possibility to get an alternative work (Luthans, 1995). However, it can be argued that this is an unmanageable issue, depending on the external environmental factors, such as job availability and the rate of unemployment. A study conducted by Carsten and Spector (1987) found considerable relationship between job availability and voluntary turnover. To be more precise, perceived alternative opportunity may also be exaggerated by the, market condition and educational background (Jacob, 1998). As observed by (Cotton and Tuttle, 1986) when personnel with higher educational background is more qualified and experienced so that they can perceive alternative job opportunity. In other words, higher educated employees have more chance of upgrading their positions in comparison with less educated employees and are likely to consider their qualification as a competitive advantage.

According to Robbins and Judge (2007), turnover is a behaviour directed toward leaving the organization, such as looking for a new position as well as resigning. Martin (2011) highlighted that intention to quit is the psychological process that an individual goes through when they are considering alternative employment options due to some measure of dissatisfaction with their current employment situation. In this regard, it is important to satisfy employees' needs and demands towards the organizational support. Conversely, according to Johnsrud and Rosser (1999) and Rosin and Koracsdltelik (1995), promises of greater pay and bonus are not the only incentives to prevent employee to leave and switch the job. It was reported that employees were more satisfied and committed if there is a career.

The economy: One of the most common reasons given by employees leaving their current employment is the availability of higher paying jobs. In a vibrant economy, the availability of alternative jobs plays a role in turnover, but this tends to be overstated in exit interviews. (Samson Kuria & Dr. Ondigi Alice, 2012)

Better pay elsewhere: Most employees feel that they are worth more than they are actually paid. There is a natural disparity between what people think they should be paid and what organizations spend in compensation. They further argue that when the difference becomes too great and another opportunity occurs, turnover can result. Pay is defined as the wages, salary, or compensation given to an employee in exchange for services the employee performs for the organization. Gupta and Shaw (2001), argue pay as the most critical outcome of organizational membership for employees. The first and obvious solution to the need for pay is to compensate employees with the highest possible wages. (Samson Kuria & Dr. Ondigi Alice, 2012)

2.1.5.6 Training and Development Opportunity

Training and learning opportunities will also have considerable effects on employees staying in the organization. If the company does not provide them the opportunity to learn, they cannot improve their skills and abilities. In other words, employees are most unlikely to get self-realization so that they cannot continue to grow in the company. As a result, employees may tend to quit the job (Liu et al, 2006).

Growth opportunities not available: as cited on Jimmy L. Smith, Jim Smith Quality, (2009) A lot of good talent can be lost if the employees feel trapped in dead-end positions. Often talented individuals are forced to job-hop from one company to another in order to grow in status and compensation. The most successful organizations find ways to help employees develop new skills and responsibilities in their current positions and position them for future advancement within the enterprise. Employees who can see a potential for growth and comparable compensation are more inclined to stay with an organization.

Career promotion: In wide terms, reward program demonstrates the broad theory of compensation strategy which is described as the “*deliberate utilization of the pay systems as an essential integrating mechanism through which the efforts of various subunits or individuals are directed towards the achievement of an organization’s strategic objectives*” (Labov, 1997). The best way of promoting and motivating employees would be a combination of pay, promotion, bonus and other kinds of rewards to achieve organizational performance (Ting, 1997). The reason behind is that lack of promotion and ordinary work responsibilities considerably can lead to the intention of turnover (House et al, 1996). To an extent, employees consider leaving the organization due to the ineffective performance

assessment and perceptions of job unfairness (Weiss and Cropanzano, 1996). By implementing “job enrichment” programs, organization would be capable of retain employee and to provide the opportunities for better career development (Magner et al., 1996)

2.1.5.7 Appraisal/Evaluation

As cited on Jimmy L. Smith, Jim Smith Quality (2009) It’s part of our nature. Recognition does not have to be monetary. The most effective recognition is sincere appreciation. Recognizing employees is not simply a nice thing to do but an effective way to communicate appreciation for positive effort, while also reinforcing those actions and behaviors.

2.2. Empirical Review

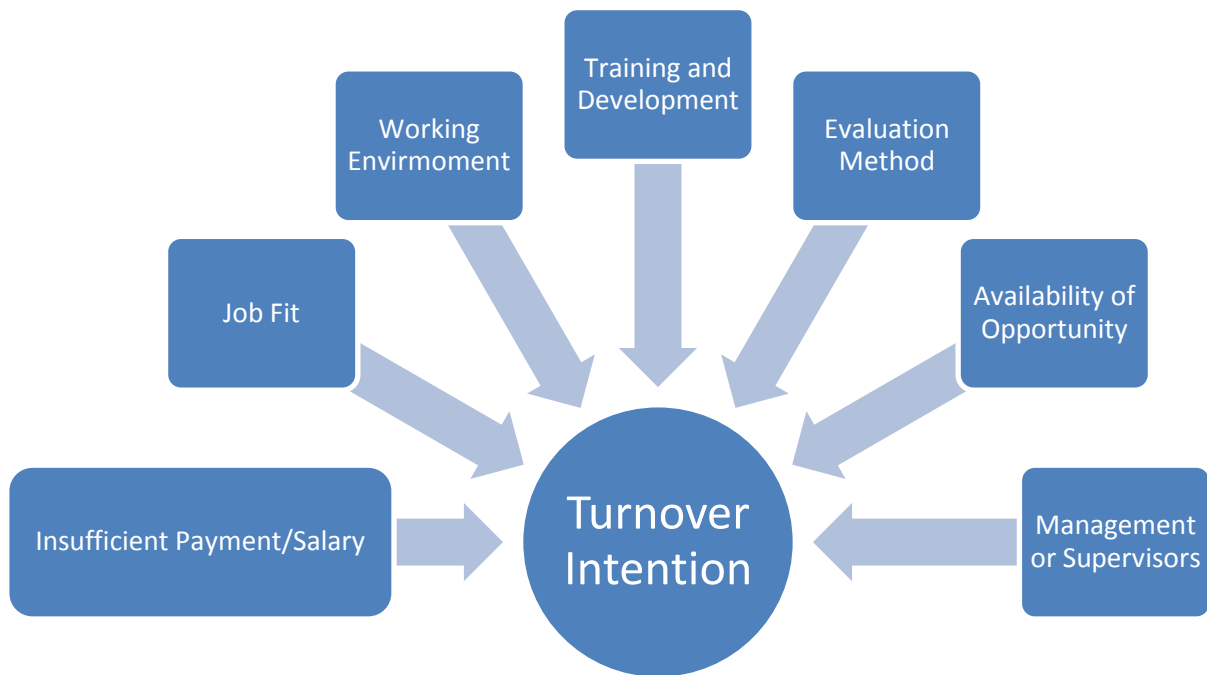
A number of scholars researched about factors of employee turnover intention. Mercer human resource consulting (2004) advised key factors influencing employee commitment and motivation; work life balance 79%, quality of work colleagues 74%, and type of work 73%. In another study carried out on recruitment, retention and turnover in organizations in UK CIPD, (2005) the top three reasons behind leaving their job is; promotion outside of the organization 53%, lack of development or career opportunities 42% and change of career 41%. The same study found initiatives to be taken to improve retention in organization in UK; improved employee involvement 57%, increased training and development opportunities 49%, increase pay 40%, improved benefits 34%, improve work life balance 34% and improved management HR skills 32%.

Maetz & griffeth, (2004), have explained that factors such as competitive salary, friendly working environment, good interpersonal relationship and job security are mentioned by employees as key motivational variable that influenced their retention in organization.

2.3 Conceptual Frame Work

Based on the overall review of related literatures and the research basic questions, the following was frame work was developed.

Figure -2.1: Conceptual Frame Work



Source: Researcher's own framework based on Review of Related Literature

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter provides an overview of research methodology in the assessment of staff turnover intention from employee perspective: the case of Wegagen Bank S.C. in this chapter the methods of collection of relevant information, the research design; sampling design and research instrument will be described.

3.1 Research Design and Approach

The researcher conducted the research using descriptive research design. Descriptive type of research design is type of design used to obtain information concerning the current status of the phenomena to describe “what exist” in other word "what are the intentions” with respect to conditions in a situation. Since descriptive research is description of the state of affairs as it exists at present, it’s a good fit for this study. In the study only quantitative research approach was employed and used both primary and secondary method of data collection.

3.2 Population, Sample Size and Sampling Technique

3.2.1 Research Population

The target population of this study is aimed at employees of the bank in professional job category. These employees are selected as respondents because they tend to quit their job more than the other job categories (managerial, clerical and non-clerical). There are about 972 professional employees in city branches.

3.2.2 Sample Size

There are about three tier branches in Wegagen Bank, which are classified as tier one, two and three. The researcher have picked tier one branches, there are total eight branches in tier one, which contains total 123 professional employees. The target population is the total of 123 professional employees working under Wegagen Bank S.C tier one city branches.

The bank branches around Addis Ababa tier 1 are branches which are classified or graded to have large amount of employees, have large amount of deposit and customer, provide loan and all kinds of diversified service therefore makes it suitable to gather reliable needed information that reflected some of employee turnover intentions from employee’s perspective.

The sample size that the researcher distributes was 123 respondents which are indicated below in table 1.1

Table 3.1 Professional staff no. for tier 1 branches

| S/N | Branch | Total Professional Staff No. |
|--------------|------------|------------------------------|
| 1 | Beklobet | 14 |
| 2 | Goffa | 18 |
| 3 | Mesalemia | 10 |
| 4 | T/Haimanot | 18 |
| 5 | Bole | 22 |
| 6 | Gerji | 15 |
| 7 | Stadium | 15 |
| 8 | Meskel Sq. | 11 |
| Total | | 123 |

Source: *Wegagen Bank S.C HRM office data 2019*

3.2.3 Sampling Technique

For the purpose of this study, both purposive sampling and cluster sampling techniques were employed. Purposive sampling was used to select the tier branch which is most fitted. Researcher divided each tiers as cluster and chose tier one branch as one cluster, participated all professional employees on the questionnaire. As it's justified on the sampling size the researcher picked tier one branches because out of the other tier branches because this branches are larger in size and have large number of employee with various department and they are capable of representing the other branches.

3.3 Sources of Data

The study had used both secondary and primary data sources. The researcher used primary data that was collected using questionnaire. After ascertaining the reliability of the instruments, the researcher proceeds to administer the area of study. The questionnaires were

conducted by the researcher. The data collected was computed with the use of computer, edited to minimize errors. Then data was grouped into tables and figure.

The secondary data were collected via review of related literature such as websites, the bank yearly magazines and documents that are best fitted for the study.

3.4 Data Collection Instruments

This study collected data through both primary and secondary data. With regard to primary data, the data collected through questionnaire filled by the existing employees of the organization, the questionnaire is the main tool for collecting data from respondents in the study. In this study the questionnaire is a four-page questionnaire which is divided into three sections includes; Part-I, Part-II and Part-III. Part I is concerned about the demographic characteristics of the respondents. Part II is a likert scale questioner about the respondents' opinion about different variables. The last one is general questions about turnover intention. All sections of the questionnaires are developed in English language. Secondary data are obtained through the review of the organization's annual and quarterly report, yearly magazine, websites and other available sources.

3.5 Procedures of Data Collection

The questionnaire was distributed to the professional employees in all tier 1 branches. As the employees are located in different regions of Ethiopia, the researcher distributed the hard copy of the questionnaire to the list of professional employees (those staff from operational to supervisors) and collected the questionnaire. Appropriate information was also given to concerned staff before distributing the questionnaire both verbally and in written through outlined on the questionnaire itself. Frequent follow-up was followed to minimize error as much as possible.

3.6 Pilot Testing

3.6.1 Validity

Validity is the accuracy of a measure or the extent to which a score truthfully represents a Concept (G.Zikmund, J.Babin, C.Carr& Griffin, 2010). To assure the validity of the instrument was checked by first doing face validity with few co-workers, then 30 questionnaires were distributed for pilot testing which helped the researcher to check on the

gaps and adjust the questionnaire accordingly then acceptability was also gained after it is checked by professionals in the field.

3.6.2 Reliability

Reliability of the instrument was also tested to check on its internal consistency using Cronbach alpha result for the entire second category (likert scale) of the questionnaire. The result shows, 0.8 which is very good according to Robert B. et al (2008), the acceptable levels of Cronach’s Alpha for attitude scales (like Likert scale) is 0.7 and above and the strength of association is said to be poor if alpha is <0.6, moderate if its 0.6-<0.7, good if it is between 0.7 - <0.8, very good if it is 0.8 - <0.9 and excellent if it is above 0.9. The table below further illustrates the result of the reliability test.

Table 3.2 reliability test

| No. | Elements | Cronbach’s alpha | No. of items |
|--------------|-----------------------------|------------------|--------------|
| 1 | The job | 0.397 | 4 |
| 2 | Salary | 0.471 | 4 |
| 3 | Working environment | 0.513 | 5 |
| 4 | Supervisor/manager | 0.901 | 9 |
| 5 | Training and development | 0.663 | 3 |
| 6 | Evaluation | 0.490 | 4 |
| 7 | Other opportunity elsewhere | 0.624 | 4 |
| 8 | Intention to leave the bank | 0.795 | 3 |
| Total | | 0.808 | 37 |

Source: SPSS reliability test

3.7 Data Analysis Techniques

Descriptive analysis technique is used to identify the background of respondents in the aspect of age, gender and years of experience. And Data collected will be edited, coded and carefully checked for correctness before they are analyzed. Editing will be done to improve the quality of data for coding; this involves going through the questionnaires to see if respondents responded to questions and see if there are blank responses or check if the response are reliable.

Descriptive statistics data analysis method is applied to analyze numerical data gathered using closed ended questions. The Statistical Package for Social Sciences (SPSS) computer software will be used for analysis to generate data array that will be used for subsequent analysis of the data. The findings will be presented using tables, since tables are self-descriptive and shows mean and response frequencies as well as percentages of the respondents' opinions on the intentions of employee turnover at Wegagen Bank S.C.

3.8 Ethical Considerations

Ethical clearance was obtained from all concerned authorities at each level namely from St. Mary university of post graduate School, student support office and also from Wegagen bank administrative bodies/corporate office and HRM department administration. Each step of data collection and processing was kept confidential. The participants were assured that they have right to participate or withdraw at any time from the study. In addition informed consent was obtained from the participants before they are enrolled in to the study. The consent form was written in English stating the study's objectives, nature of participant's involvement and confidentiality of the data. Respondents then are requested to read the consent form carefully and by doing so they would be given clear options on voluntary participation. It was also made clear that they could refuse to answer any questions and terminate it whenever they desire and fill to do so. Confidentiality of information was ensured by removing personal identifiers from the survey questionnaires. Respondents' thus are protected against any possible adverse repercussions from participating in the study.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This chapter discusses the interpretation and presentation of the findings obtained from the field and also presents the analysis of the data obtained. The chapter includes two major analysis techniques. The first section presents and demographic features of respondents which are the subject of the study and the second section of the chapter discuss the results and implications of the findings. Descriptive statistics were used to discuss the findings of the study.

4.1 Response Rate

The target population is professional employees of Wegagen Bank S.C. There are about 972 professionals in the bank's city branches, out of which the study targeted a total sample size of 123 respondents located in tier one branches, which resulted in a response rate of 92.68% with 114 filled in and returned the questionnaires.

| No. | No of Respondent | Respondent % |
|-------------------|------------------|--------------|
| Total Sample Size | 123 | 100 |
| Total Response | 114 | 92.68 |

4.2. Demographic Characteristics of Respondents

The demographic characteristics part of the questionnaire includes the personal features like gender, age, educational qualification and working experience. The details are as follows:

Table 4-1 Demographic Characteristic of the Respondents

| S/N | Item | Measurement | Frequency | Valid % | Cumulative % |
|-----|-----------------|--------------|------------|--------------|--------------|
| 1 | Gender | male | 72 | 63.2 | 63.2 |
| | | female | 42 | 36.8 | 100.0 |
| | | Total | 114 | 100.0 | |
| 2 | Age | 21-23 | 7 | 6.1 | 6.1 |
| | | 24-29 | 61 | 53.5 | 59.6 |
| | | 30-35 | 32 | 28.1 | 87.7 |
| | | 36-40 | 14 | 12.3 | 100.0 |
| | | Total | 114 | 100.0 | |
| 4 | Qualification | 12+2/diploma | 2 | 1.8 | 1.8 |
| | | BA | 98 | 86.0 | 87.7 |
| | | MA | 14 | 12.3 | 100.0 |
| | | Total | 114 | 100.0 | |
| 5 | Work Experience | <1 year | 17 | 14.9 | 14.9 |
| | | 1-2 year | 37 | 32.5 | 47.4 |
| | | 2-5 years | 22 | 19.3 | 66.7 |
| | | 5-10 years | 27 | 23.7 | 90.4 |
| | | >10 years | 11 | 9.6 | 100.0 |
| | | Total | 114 | 100.0 | |

Source: questionnaire survey data, 2019

Gender: Out of all the respondents most of them, 72(63.2%) were males while 42 (36.8%) were females. This indicates that males have the majority professional employee in wegagen tier one branches.

Age: specifies age distribution of the respondents. As the result the greatest number, 61(53.5%) of the respondents are in their 24 to 29 age group, followed by respondents aged 30 to 35 then 36 to 40 and 21 to 23, 28.1%, 12.3% and 6.1% respectively. So, this implies that majority of employees in this organization are in their productive age therefore they are employees that are young, energetic and mature enough professionals.

Educational Qualification: the majority respondents 98(86.0%) of them are university degree (BA) holders, followed by respondents 14(12.3%) master's degree (MA) holders, while only 2(1.8%) of the respondents are Diploma or certificate holders.

Depending on the respondents' response of education levels the distribution showed that the majority of the respondent have Universities degree. This implies that the organization have educated and qualified man power and who fit the requirement.

Work Experience: regarding the working experience or service years of the respondents in the organizations the majority of the respondents 37(35.5%) only has 1 to 2 years of experience, followed by 27(23.7%) of the respondents have 5 to 10 years of experience, while 22(19.3%) and 11(9.6%) respondents have 2 to 5 and more than 10 years of experience relatively. This indicates that there is lack of career advancement for those how have enough experience on the job.

4.3 Analysis of Collected Data

In this section the data obtained on employee's turnover intention in Wegagen Bank S.C from the bank HR document, organization report, journals and data collected through questionnaire from professional employee that are selected from organization's branch.

In order to answer the questions in the questionnaire respondents have to select their choice of answer based on the five point scale according to their opinion on each question. The five-point scale is used to measure the level of the factors as shown in Table 4.2.

According to Zaidatol & Bageheri (2009) standards, 5 point likert scale the mean score values interpreted as follows:

< 3.39 is Low

3.40 - 3.79 is Moderate

3.80 – 5.00 is High value

Table 4.2 five-point scale

| NO. | Choices | Score |
|------------|-------------------|--------------|
| 1 | Strongly Disagree | 1 |
| 2 | Disagree | 2 |
| 3 | Not Sure | 3 |
| 4 | Agree | 4 |
| 5 | Strongly Agree | 5 |

Source: Research Questionnaire, 2019

Table 4.3 Respondents' opinion about their job

| S/N | Items | Distribution | Response Category | | | | | Total | Mean |
|---------------------|---|--------------|-------------------|------|------|------|------|-------------|------|
| | | | SD | D | N | A | SA | | |
| 1 | Your job is challenging | Frequency | 6 | 31 | 11 | 51 | 15 | 114 | 3.33 |
| | | Valid % | 5.3 | 27.2 | 9.6 | 44.7 | 13.2 | 100 | |
| | | Cumulative % | 5.3 | 32.5 | 42.1 | 86.8 | 100 | - | |
| 2 | Your workload is manageable | Frequency | 10 | 12 | 11 | 57 | 24 | 114 | 3.64 |
| | | Valid % | 8.8 | 10.5 | 9.6 | 50.0 | 21.1 | 100 | |
| | | Cumulative % | 8.8 | 19.3 | 28.9 | 78.9 | 100 | - | |
| 3 | Your skills effectively match with your job requirement | Frequency | 5 | 24 | 10 | 49 | 26 | 114 | 3.59 |
| | | Valid % | 4.4 | 21.1 | 8.8 | 43.0 | 22.8 | 100 | |
| | | Cumulative % | 4.4 | 25.4 | 34.2 | 77.2 | 100 | - | |
| 4 | There are sufficient staff to cover the work load | Frequency | 7 | 16 | 17 | 54 | 20 | 114 | 3.56 |
| | | Valid % | 6.1 | 41.0 | 14.9 | 47.4 | 17.5 | 100 | |
| | | Cumulative % | 6.1 | 20.2 | 35.1 | 82.5 | 100 | - | |
| Mean of Mean | | | | | | | | 3.53 | |

Source: questionnaire survey data, 2019

Item-1 of the table 4.3, 6(5.3%) and 31(27.2%) of the respondents strongly disagree and disagree respectively about their job being challenging. In contrast, 51(44.7%) and 15(13.2%) agree and strongly agree whereas 11(9.6%) neutral. Challenging job tend to be less boring

therefore it makes the job interesting. The mean value is 3.33, moderate respondent doesn't feel like their job challenge them.

Item-2 of the table revealed 10(8.8%) and 12(10.5%) of the respondents strongly disagree and disagree respectively regarding their workload being manageable. On the other hand, 57(50%) agree and 24(21.1%) strongly agree while 11(9.6%) remains neutral. The employee's workload being manageable shows that there are enough staff to cover the work load.

Item -3 of the table indicates 5(4.4%) and 24(21.1%) of the respondents strongly disagree and disagree respectively with the effectively match of their skill with their job requirement. But 49(43%) and 26(22.8%) agree and strongly agree regarding the statement while 10(8.8%) are neutral. This shows the job-person-fit, as the Illustration shows some of the employees disagree with their job fitting them, which possibly can lead to a feeling of not belonging and consider changing job.

Item-4 of the above table, 7(6.1%) and 16(41%) respondents strongly disagree and disagree respectively. About the existence of sufficient staff covering the workload However, 54(47.4%) agree and 20(17.5%) strongly agree whereas about 17 (14.9%) are neutral.

From the response one can conclude that most employees are satisfied with their organization job setting at Wegagen Bank S.C. and considering the average mean 3.53 the employee's opinion on the job is moderate and acceptable.

Table 4-4 Respondents' attitude about payment of the bank

| S/N | Items | Distribution | Response Category | | | | | Total | Mean |
|---------------------|--|--------------|-------------------|------|------|------|------|-------------|------|
| | | | SD | D | N | A | SA | | |
| 1 | Salaries are paid on time | Frequency | 2 | 1 | - | 28 | 83 | 114 | 4.66 |
| | | Valid % | 1.8 | 0.9 | - | 24.6 | 72.8 | 100 | |
| | | Cumulative % | 1.8 | 2.6 | - | 27.2 | 100 | - | |
| 2 | You get paid enough compensation for overtime and other workload besides the regular job | Frequency | 53 | 33 | 11 | 15 | 2 | 114 | 1.95 |
| | | Valid % | 46.5 | 28.9 | 9.6 | 13.2 | 1.8 | 100 | |
| | | Cumulative % | 46.5 | 75.4 | 85.1 | 98.2 | 100 | - | |
| 3 | Your payment is adequate in relation to your duties and responsibility | Frequency | 29 | 45 | 18 | 21 | 1 | 114 | 2.30 |
| | | Valid % | 25.4 | 39.5 | 15.8 | 18.4 | 0.9 | 100 | |
| | | Cumulative % | 25.4 | 64.9 | 80.7 | 99.1 | 100 | - | |
| 4 | Equity over distribution of benefits/payments that the bank provides | Frequency | 18 | 55 | 18 | 21 | 2 | 114 | 2.42 |
| | | Valid % | 15.8 | 48.2 | 15.8 | 18.4 | 1.8 | 100 | |
| | | Cumulative % | 15.8 | 64 | 79.8 | 98.2 | 100 | - | |
| Mean of Mean | | | | | | | | 2.83 | |

Source: questionnaire survey data, 2019

Item -1 of the table, 2(1.8%) and 1(0.9%) of the respondents strongly disagree and disagree respectively about salary payment on time at Wegagen Bank. In contrast, 28(24.6%) and 83(72.8%) agree and strongly agree.

Item -2 of the table revealed 53(46.5%) and 33(28.9%) of the respondents strongly disagree and disagree respectively regarding the adequacy of the compensation paid for overtime and other workload besides the regular job. On the other hand, 15(13.2%) and 2(1.8%) agree and strongly agree while 11(9.6%) neutral. With a mean value of 1.95 which shows the disagreement of the statement.

Item -3 of the table indicates 29(25.4%) and 45(39.5%) of the respondents strongly disagree and disagree respectively regarding the adequacy of their payment in relation to their duties and responsibility. But 21(18.4%) and 1(0.9%) agree and strongly agree regarding the statement while 18(15.8%) neutral. This implies that there is mismatch on their responsibility and compensation.

Item -4 of the table indicates 18(15.8%) and 55(48.2%) of the respondents strongly disagree and disagree respectively regarding the equity over distribution of payment the bank provides among employees. But 21(18.4%) and 2(1.8%) agree and strongly agree regarding the statement while 18(15.8%) neutral. Mean value of 2.42 which implies dissatisfaction which can possibly affect the commitment of the staff. MetLife (2003) and Dale-Olsen (2006); mentioned that while pay (salary) may be important to attract employees, benefits seem to play a more important role when retaining employees as well as attracting employees.

The finding is an indication that even though almost all employee agree that they get paid on time, more than 50% of the respondents were dissatisfied about the current payment or compensation offered by the organization. Also as the mean average indicates 2.83 is low respond for the bank payment system. As cited by Mary M. et al. (2015). If employees are not satisfied enough with their salary, they would develop the intention to leave their current organization, then leave.

Table 4-5 Respondents' opinion about the working environment

| S/N | Items | Distribution | Response Category | | | | | Total | Mean |
|---------------------|--|--------------|-------------------|------|------|------|------|-------------|------|
| | | | SD | D | N | A | SA | | |
| 1 | You are provided adequate equipment to do the job | Frequency | 16 | 23 | 9 | 53 | 13 | 114 | 3.21 |
| | | Valid % | 14.0 | 20.2 | 7.9 | 46.5 | 11.4 | 100 | |
| | | Cumulative % | 14.0 | 34.2 | 42.1 | 88.6 | 100 | - | |
| 2 | You have a good relationship with your co-workers | Frequency | 4 | 1 | 1 | 61 | 47 | 114 | 4.28 |
| | | Valid % | 3.5 | 0.9 | 0.9 | 53.5 | 41.2 | 100 | |
| | | Cumulative % | 3.5 | 4.4 | 5.3 | 58.8 | 100 | - | |
| 3 | The working place/space is appealing | Frequency | 8 | 75 | 15 | 6 | 10 | 114 | 2.43 |
| | | Valid % | 7.0 | 65.8 | 13.2 | 5.3 | 8.8 | 100 | |
| | | Cumulative % | 7.0 | 72.8 | 86 | 91.2 | 100 | - | |
| 4 | The bank have culture that enable you to express your self | Frequency | 12 | 75 | 12 | 8 | 7 | 114 | 2.32 |
| | | Valid % | 10.5 | 65.8 | 10.5 | 7 | 6.1 | 100 | |
| | | Cumulative % | 10.5 | 76.3 | 86.8 | 93.9 | 100 | - | |
| 5 | Work life balance are promoted and practiced in the bank | Frequency | 11 | 40 | 26 | 30 | 7 | 114 | 2.32 |
| | | Valid % | 9.6 | 35.1 | 22.8 | 26.3 | 6.1 | 100 | |
| | | Cumulative % | 9.6 | 44.7 | 67.5 | 93.9 | 100 | - | |
| Mean of Mean | | | | | | | | 2.91 | |

Source: questionnaire survey data, 2019

Item -1 of the table shows 16(14%) and 23(20.2%) disagree and strongly disagree respectively concerning if they are provided adequate equipment to do their job. However, 53(46.5%) and 13(11.4%) strongly agree and agree while 9(7.9%) of them are neutral.

Item – 2 of the table displays 4(3.5%) and 1(0.9%) disagree and strongly disagree respectively about having a good relationship with their co-workers. On the other hand, 61(53.5%) and 47(41.2%) agree and strongly agree whereas 1(0.9%) neutral. With the high value of mean 4.28, this indicates that the majority employee have good relationship with their coworkers.

Item -3 of the table indicates 8(7%) and 75(65.8%) strongly disagree and disagree in that order regarding their working place being appealing. In contrast, 6(5.3%) and 10(8.8%) agree and strongly agree while 15(13.2%) indifferent about the issue. With mean value of 2.43, this implies that the employees disagree with the appearance of their working environment. Employees prefer appalling working space.

Item-4 of the above table, 12(10.5%) and 75(65.8%) respondents strongly disagree and disagree respectively on the banks culture that allows them to express themselves. However, 8(7%) agree and 7(6.1%) strongly agree whereas about 12(26.3%) neutral. The mean value being 2.32, which show the majority respondents' dissatisfaction and as (Mowday et al., 1982) state, if employees are not being contented with the culture, work environment, organizational structure, the probability is that they will quit the job.

Item -5 of the table indicates 11(9.6%) and 78(68.4%) of the respondents strongly disagree and disagree respectively about the bank's practice and promotion of work life balance. On the other hand, 9(7.9%) and 7(6.1%) agree and strongly agree respectively whereas 9(7.9%) neutral. From the response one can conclude that employees are Dissatisfied with Wegagen Bank's work-life balance. This finding concedes with (Jimmy L. Smith, Jim Smith Quality, 2009) article that longer hours and weekend work which force employees to choose between a personal life and a work life. This does not sit well with the current, younger workforce, and this is compounded when both spouses or significant others work.

From this we can say that though lots of them have good relationship with each other the employees are not satisfied with the work life balance and the culture of the bank, and the environment being attractive. To sum up working environment have low, 2.91 mean average.

Table 4-6 Respondents' outlook on their supervisors/managers

| S/N | Items | Distribution | Response Category | | | | | Total | Mean |
|-----|---|--------------|-------------------|------|------|------|------|-------|------|
| | | | SD | D | N | A | SA | | |
| 1 | Your supervisor has sufficient knowledge of the job | Frequency | 2 | 7 | 13 | 65 | 27 | 114 | 3.95 |
| | | Valid % | 1.8 | 6.1 | 11.4 | 57.0 | 23.7 | 100 | |
| | | Cumulative % | 1.8 | 7.9 | 19.3 | 76.3 | 100 | - | |
| 2 | Your supervisor acknowledges employees contribution | Frequency | 4 | 14 | 17 | 62 | 17 | 114 | 3.65 |
| | | Valid % | 3.5 | 12.3 | 14.9 | 54.4 | 14.9 | 100 | |
| | | Cumulative % | 3.5 | 15.8 | 30.7 | 85.1 | 100 | - | |
| 3 | Your supervisor gives clear assignment for you to perform | Frequency | 7 | 14 | 26 | 54 | 13 | 114 | 3.46 |
| | | Valid % | 6.1 | 12.3 | 22.8 | 47.4 | 11.4 | 100 | |
| | | Cumulative % | 6.1 | 18.4 | 41.2 | 88.6 | 100 | - | |
| 4 | Your supervisor provide constructive feedback | Frequency | 7 | 18 | 20 | 58 | 11 | 114 | 3.42 |
| | | Valid % | 6.1 | 15.8 | 17.5 | 50.9 | 9.6 | 100 | |
| | | Cumulative % | 6.1 | 21.9 | 39.5 | 90.4 | 100 | - | |
| 5 | Your supervisor | Frequency | 4 | 21 | 29 | 50 | 10 | 114 | |

| | | | | | | | | | |
|---------------------|--|--------------|-----|------|------|------|-----|-----|-------------|
| | keeps employees well informed on the decisions that are made. | Valid % | 3.5 | 18.4 | 25.4 | 43.9 | 8.8 | 100 | 3.36 |
| | | Cumulative % | 3.5 | 21.9 | 47.4 | 91.2 | 100 | - | |
| 6 | Maintained a professional relationship with employees | Frequency | 1 | 8 | 12 | 82 | 11 | 114 | 3.82 |
| | | Valid % | 0.9 | 7.0 | 10.5 | 71.9 | 9.6 | 100 | |
| | | Cumulative % | 0.9 | 7.9 | 18.4 | 90.4 | 100 | - | |
| 7 | You are motivated by you supervisor | Frequency | 8 | 21 | 20 | 56 | 9 | 114 | 3.32 |
| | | Valid % | 7.0 | 18.4 | 17.5 | 49.1 | 7.9 | 100 | |
| | | Cumulative % | 7.0 | 25.4 | 43.0 | 92.1 | 100 | - | |
| 8 | You are given decision making chance | Frequency | 8 | 20 | 25 | 52 | 9 | 114 | 3.30 |
| | | Valid % | 7.0 | 17.5 | 21.9 | 45.6 | 7.9 | 100 | |
| | | Cumulative % | 7.0 | 21.9 | 46.5 | 92.1 | 100 | - | |
| 9 | Offer close supervision and promoted ways to develop and improve skill | Frequency | 8 | 23 | 34 | 45 | 4 | 114 | 3.12 |
| | | Valid % | 7.0 | 20.2 | 29.8 | 39.5 | 3.5 | 100 | |
| | | Cumulative % | 7.0 | 27.2 | 57.0 | 96.5 | 100 | - | |
| Mean of Mean | | | | | | | | | 3.49 |

Source: questionnaire survey data, 2019

Item -1 of the table shows 2(1.8%) and 7(6.1%) strongly disagree and disagree respectively concerning their supervisor's having sufficient knowledge of the job. However, 65(57.0%)

and 27(23.7%) agree and strongly agree while 13(11.4%) neutral. This implies the employee have confidence with their supervisors.

Item -2 of the table shows 4(3.5%) and 14(12.3%) strongly disagree and disagree respectively regarding their supervisors acknowledging their contribution. However, 62(54.4%) and 17(14.9%) agree and strongly agree while 17(14.9%) neutral.

Item -3 of the table shows 7(6.1%) and 14(12.3%) strongly disagree and disagree respectively concerning their supervisor's giving clear job assignment. On the other hand, 54(47.4%) and 13(11.4%) agree and strongly agree whereas 26(22.8%) are neutral.

Item -4 of the table indicates 7(6.1%) and 18(15.8%) strongly disagree and disagree in that order regarding their supervisor giving constructive feedback. In contrast, 58(50.9%) and 11(9.6%) agree and strongly agree while 20(17.5%) indifferent about the issue.

Item -5 of the table, 4(3.5%) and 21(18.4%) of the respondents strongly disagree and disagree respectively about employees being well informed on the decisions that are made. On the contrary, 50(43.9%) and 10(8.8%) agree and strongly agree. while, 29(25.4%) neutral about the question.

Item-6 of the above table also indicates 1(0.9%) and 8(7%) strongly disagree and disagree respectively regarding their supervisor maintaining a professional relationship with the employees. However, 82(71.9%) agree and 11(9.6%) strongly agree whereas 12(10.5%) neutral.

Item-7 of the table shows 8(7%) and 21(18.4%) strongly disagree and disagree respectively if they are motivated by their supervisor. Though, 56(49.1%) agree and 9(7.9%) strongly agree about the issue while 20(17.5%) neutral.

Item-8 of the table indicates 8(7%) and 20(17.5%) strongly disagree and disagree respectively concerning if they are given decision making chance. Nevertheless, 52(45.6%) agree and 9(7.9%) strongly agree while 25(21.9%) neutral.

Item-9 of the table, 8(7%) and 23(20.2%) of the respondents strongly disagree and disagree respectively about their boss offering close supervision for skill improvement. In contrast, 45(39.5%) agree and 4(3.5%) strongly agree whereas 34(29.8%) neutral.

Based on the responses, one can conclude that most of the employees are satisfied with their supervisors with index mean of 3.49 moderate values.

Table 4-7 Respondents' view about training and development

| S/N | Items | Distribution | Response Category | | | | | Total | Mean |
|---------------------|---|--------------|-------------------|------|------|------|------|-------------|------|
| | | | SD | D | N | A | SA | | |
| 1 | You feel Adequate training and development programs, that helps to fill performance gap are given | Frequency | 7 | 22 | 16 | 53 | 16 | 114 | 3.43 |
| | | Valid % | 6.1 | 19.3 | 14.0 | 46.5 | 14.0 | 100 | |
| | | Cumulative % | 6.1 | 25.4 | 39.5 | 86.0 | 100 | - | |
| 2 | The training you took is helpful with the actual current job you are doing | Frequency | 6 | 14 | 26 | 53 | 15 | 114 | 3.50 |
| | | Valid % | 5.3 | 12.3 | 22.8 | 46.5 | 13.2 | 100 | |
| | | Cumulative % | 5.3 | 17.5 | 40.4 | 86.8 | 100 | - | |
| 3 | There are opportunity of carrier advancement for professional employees | Frequency | 12 | 69 | 11 | 17 | 5 | 114 | 2.42 |
| | | Valid % | 10.5 | 60.5 | 9.6 | 14.9 | 4.4 | 100 | |
| | | Cumulative % | 10.5 | 71.1 | 80.7 | 95.6 | 100 | - | |
| 4 | There are fair chance of promotion | Frequency | 24 | 54 | 21 | 11 | 4 | 114 | 2.27 |
| | | Valid % | 21.1 | 47.4 | 18.4 | 9.6 | 3.5 | 100 | |
| | | Cumulative % | 21.1 | 68.4 | 18.4 | 96.5 | 100 | - | |
| Mean of Mean | | | | | | | | 2.91 | |

Source: questionnaire survey data, 2019

Item-1 of the table revealed 7(6.1%) and 22(19.3%) of the respondents strongly disagree and disagree respectively regarding their feeling on the training program that held fulfill performance gap. On the other hand, 53(46.5%) agree and 16(14%) strongly agree while 16(14%) neutral.

Item -2 of the table, 6(5.3%) and 14(12.3%) of the respondents strongly disagree and disagree about the training they took being helpful with their actual current job. But 53(46.5%) and 15(13.2%) agree and strongly agree about the issue while 26(22.8%) neutral.

Item -3 of the table, 17(14.9%) and 5(4.4%) agree and strongly agree respectively about the opportunity they have for carrier advancement. However, 69(71.1%) and 12(10.5%) disagree and strongly disagree whereas 11(9.6%) neutral about the issue. This implies that there are no satisfying opportunities for carrier advancement; therefore it can lead employees to search other job looking for better position.

Item-4 of the table, shows 11(9.6%) and 4(3.5%) agree and strongly agree respectively regarding their feeling on fair chance of promotion at the bank. In contrast, 54(47.4%) disagree and 24(21.1%) strongly disagree while 21(18.4%) remain neutral. This shows that employees who have disagreed may be lead to think there is no hope for them to be promoted and therefore look for other job opportunity.

The finding is an indication that majority of the respondents were satisfied about the training they took but disagree on chance of fair promotion and carrier advancing opportunities. The average mean 2.9 have low value.

Table 4-8 Respondents' opinion about evaluation/appraisal

| S/N | Items | Distribution | Response Category | | | | | Total | Mean |
|---------------------|--|--------------|-------------------|------|------|------|------|-------------|------|
| | | | SD | D | N | A | SA | | |
| 1 | You believe the evaluation method represent performance | Frequency | 19 | 51 | 10 | 27 | 7 | 114 | 2.59 |
| | | Valid % | 16.7 | 44.7 | 8.8 | 23.7 | 6.1 | 100 | |
| | | Cumulative % | 16.7 | 61.4 | 70.2 | 93.9 | 100 | - | |
| 2 | You feel undervalued | Frequency | 14 | 59 | 12 | 17 | 12 | 114 | 2.58 |
| | | Valid % | 12.3 | 51.8 | 10.5 | 14.9 | 10.5 | 100 | |
| | | Cumulative % | 12.3 | 64 | 74.6 | 89.5 | 100 | - | |
| 3 | The intended scale you are given to accomplish is achievable | Frequency | 9 | 38 | 21 | 41 | 5 | 114 | 2.96 |
| | | Valid % | 7.9 | 33.3 | 18.4 | 36.0 | 4.4 | 100 | |
| | | Cumulative % | 7.9 | 41.2 | 59.6 | 95.6 | 100 | - | |
| 4 | You are satisfied with the latest appraisal | Frequency | 14 | 51 | 20 | 26 | 3 | 114 | 2.60 |
| | | Valid % | 12.3 | 44.7 | 17.5 | 22.8 | 2.6 | 100 | |
| | | Cumulative % | 12.3 | 57 | 74.6 | 97.4 | 100 | - | |
| Mean of Mean | | | | | | | | 2.58 | |

Source: questionnaire survey data, 2019

Item -1 of the table revealed 19(16.7%) and 51(44.7%) of the respondents strongly disagree and disagree respectively regarding their opinion on the evaluation method related to performance. On the other hand, 27(23.7%) and 7(6.1%) agree and strongly agree while 10(8.8%) neutral.

Item -2 of the table indicates 14(12.3%) and 59(51.8%) of the respondents strongly disagree and disagree respectively about feeling undervalued. But 17(14.9%) and 12(10.5%) agree and strongly agree regarding the question while 12(10.5%) neutral. This shows that the respondents feel unevaluated, this possible leads to demotivation as the employees think they are not being appreciated.

Item -3 of the table, 41(36%) and 5(4.4%) of the respondents agree and strongly agree respectively on the question if they think the intended scale they are given is achievable. On the contrary, 38(3.33%) and 9(7.9%) disagree and strongly disagree. Even though, 21(18.4%) neutral about the question.

Item -4 of the table indicates 26(22.8%) and 3(2.6%) of the respondents agree and strongly agree about their agreement on their last appraisal. On the other hand, 51(44.7%) and 14(12.3%) disagree and strongly disagree respectively whereas 20(17.5%) neutral. This shows that the employees are under evaluated, for the majority to disagree with the evaluation.

From the response one can conclude that employees are Dissatisfied with Wegagen Bank appraisal method. With index mean value of 2.68 which implicates the employee's disagreement with the evaluation method.

Table 4-9 Respondents' idea about alternative job opportunities

| S/N | Items | distribution | Response Category | | | | | Total | Mean |
|---------------------|---|--------------|-------------------|------|------|------|------|-------------|------|
| | | | SD | D | N | A | SA | | |
| 1 | There are numerous jobs availability in my filed | Frequency | 1 | 12 | 15 | 45 | 41 | 114 | 3.99 |
| | | Valid % | 0.9 | 10.5 | 13.2 | 39.5 | 36.0 | 100 | |
| | | Cumulative % | 0.9 | 11.4 | 24.6 | 64.0 | 100 | - | |
| 2 | You want to change carrier paths | Frequency | 2 | 8 | 14 | 56 | 34 | 114 | 3.98 |
| | | Valid % | 1.8 | 7.0 | 12.3 | 49.1 | 29.8 | 100 | |
| | | Cumulative % | 1.8 | 8.8 | 21.1 | 70.2 | 100 | - | |
| 3 | You are hopping to work for yourself in the future | Frequency | 3 | 3 | 14 | 37 | 57 | 114 | 4.25 |
| | | Valid % | 2.6 | 2.6 | 12.3 | 32.5 | 50.0 | 100 | |
| | | Cumulative % | 2.6 | 5.3 | 17.5 | 50.0 | 100 | - | |
| 4 | There are alternative jobs that pays better that you fulfil the requirement | Frequency | 1 | 6 | 13 | 51 | 43 | 114 | 4.13 |
| | | Valid % | 0.9 | 5.3 | 11.4 | 44.7 | 37.7 | 100 | |
| | | Cumulative % | 0.9 | 6.1 | 17.5 | 62.3 | 100 | - | |
| Mean of Mean | | | | | | | | 4.09 | |

Source: questionnaire survey data, 2019

Item -1 of the table revealed 1(0.9%) and 12(10.5%) of the respondents strongly disagree and disagree respectively regarding the numerous job availability the employees have. On the other hand, 45(39.5%) and 41(36%) agree and strongly agree while 15(13.2%) neutral. This

indicate that the availability of job opportunities can trigger for the employee to look for other job.

Item -2 of the table indicates 2(1.8%) and 8(7%) of the respondents strongly disagree and disagree respectively concerning their interest on changing their carrier path. But 56(49.1%) and 34(29.8%) agree and strongly agree regarding the question while 14(12.3%) neutral.

Item -3 of the table indicates 37(32.5%) and 57(50)% of the respondents agree and strongly agree respectively if they hope to work for themselves for the future, However, 3(2.6%) and 3(2.6%) disagree and strongly disagree in that order and 14(12.3%) neutral about the question.

Item -4 of the table revealed 1(0.9%) and 6(5.3%) of the respondents strongly disagree and disagree respectively regarding the availability of alternative jobs that pays better. On the other hand, 51(44.7%) and 43(37.7%) agree and strongly agree while 13(11.4%) neutral.

This implies that employees are not satisfied with the salary they are paid compared with other similar organization.

From the response one can infer that most employees agree with the availability of alternative opportunities elsewhere. Therefore the mean average of 4.09 is consider to be high. This indicates that employees are on spot to compare their organization with other similar or thinking more about opening their own organization.

4.3.1 General Analyses of Turnover Intention Triggering

Table 4.10 Respondents' current attitude about turnover intention

| S/N | Items | Distribution | Response Category | | | | | Total | Mean |
|---------------------|--|--------------|-------------------|------|------|------|------|-------------|------|
| | | | SD | D | N | A | SA | | |
| 1 | I have intention to resign from Wegagen bank within a shorter time | Frequency | 4 | 14 | 24 | 44 | 28 | 114 | 3.68 |
| | | Valid % | 3.5 | 12.3 | 21.1 | 38.6 | 24.6 | 100 | |
| | | Cumulative % | 3.5 | 15.8 | 36.8 | 75.4 | 100 | - | |
| 2 | If I get a job in another bank I would definitely leave this bank | Frequency | 1 | 11 | 28 | 44 | 30 | 114 | 3.80 |
| | | Valid % | 0.9 | 9.6 | 24.6 | 38.6 | 26.3 | 100 | |
| | | Cumulative % | 0.9 | 10.5 | 35.1 | 73.7 | 100 | - | |
| 3 | I am searching for a better job in a better Organization at the moment | Frequency | 5 | 17 | 23 | 34 | 35 | 114 | 3.68 |
| | | Valid % | 4.4 | 14.9 | 20.2 | 29.8 | 30.7 | 100 | |
| | | Cumulative % | 4.4 | 19.3 | 39.5 | 69.3 | 100 | - | |
| Mean of Mean | | | | | | | | 3.72 | |

Source: questionnaire survey data, 2019

Item -1 of the table revealed 4(3.5%) and 14(12.3%) of the respondents strongly disagree and disagree respectively regarding if they have intention to resign from the bank within a shorter time. On the other hand, 44(38.6%) and 28(24.6%) agree and strongly agree while 24(21.1%) neutral. This may lead to actual turnover within short period of time, thus the bank may exposed to high employees replacement cost.

Item -2 of the table indicates 1(0.9%) and 11(9.6%) of the respondents strongly disagree and disagree respectively concerning if they leave the bank if they are offered job in other bank.

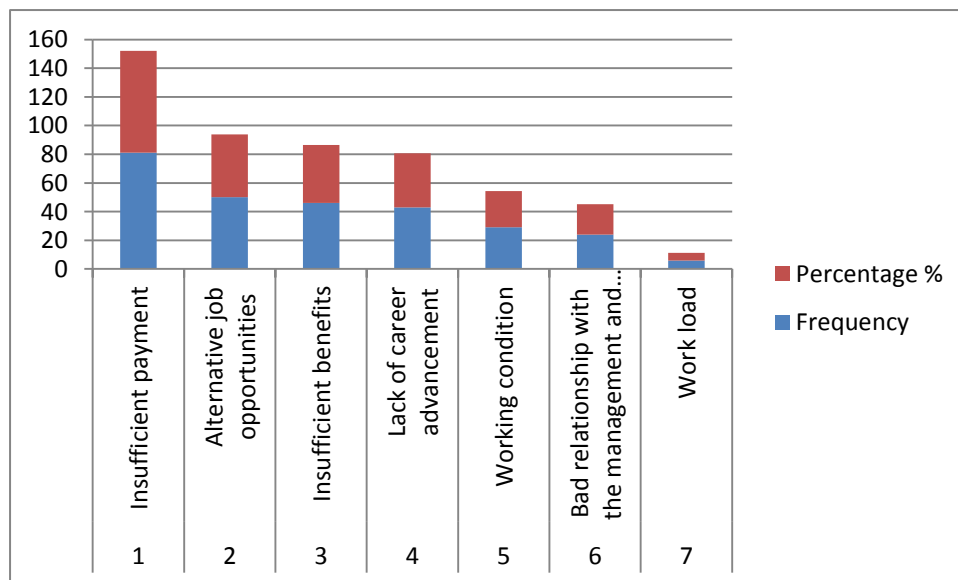
But 44(38.6%) and 30(26.3%) agree and strongly agree regarding the question while 28(24.6%) neutral.

Item -3 of the table indicates 34(29.8%) and 35(30.7%) of the respondents agree and strongly agree respectively concerning if they are searching job in other organization at the moment, However, 5(4.4%) and 17(14.9%) disagree and strongly disagree in that order and 23(20.2%) neutral about the question. This implies that the respondents who have agreed to search job in another organization have questionable loyalty to Wegagen Bank S.C.

Based on the respondents’ responses, one can conclude that more than half of the employees have intention of leaving the bank. The mean average being 3.72 it’s considered high value one turnover intention. Based on this responds one can conclude that the higher the temptation to leave the bank the higher the risk of actual turnover. This finding also concedes with Martin (2011) that intention to quit is the psychological process that an individual goes through when they are considering alternative employment options due to some measure of dissatisfaction with their current employment situation.

4.3.2 Frequency of Distribution Issues that initiate Turnover Intention

Figure 4.1 reasons that would trigger respondents to consider leaving the bank



Source: questionnaire survey data, 2019

From the illustration one can understand what issues trigger more than the others, how many respondents picked each of them. Insufficient payment has the highest percentage of 71.1% then follows alternative job opportunity 43.9%, then insufficient benefits 40.4%, lack of career advancement, working condition, bad relationship with management and other colleagues having percentage of 37.7%, 25.4% and 21.1% respectively. The last one is work load, which implies the workload being manageable.

Besides this illustration the respondent have mentioned a two more staff turnover triggering cases they believe that creates their intention to leave such as; Wegagen Bank not being able to consider work experience as one of the tools for carrier advancement and lack of work-life balance.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter finding of the research were listed and conclusions were also made based on the analysis and interpretation of the data that are collected through questionnaires and relevant recommendations have been given.

5.1. Summary of Major Findings

This study attempted to investigate the attitude of the current professional employees of Wegagen Bank S.C of their intention towards resigning the bank. Based on the data, analysis and interpretation made in the previous chapter the major findings are summarized as follows:

- Most employees agree with the job-person fit and the job not being stressful due to enough staff covering the work load.
- High dissatisfaction with the compensation they receive for overtime. 74% employees are dissatisfied with the payment they receive in relation to their duties. 75% of them disagree with the equity over the benefits and payment the bank provide.
- The employees good relationship with their co-workers yet 72.8% don't agree with the bank working place being attractive, about 76.3% of the respondent doesn't agree with the culture that exists in the bank and dissatisfaction about the work life balance not being promoted.
- Some of the employees don't feel motivated by their supervisors. But overall employees agree with the treatment they receive from their supervisors.
- 71% employees are dissatisfied with lack of carrier advancement and 68.5 % disagree with the chance of promotion being fair.
- Discouraged with the bank appraisal method and feeling undervalued and disagree with their latest evaluation.
- The average of mean being 4.09 most of the employees feel they have other opportunity outside of the bank and therefore more than half of them, the mean average being 3.72 have intention to leave the bank.
- Among the employees turnover intention triggering issues employees are triggered to resigning from the bank manly due to insufficient payment then insufficient benefits, carrier advancement, working condition, bad relationship with management and colleagues respectively.

5.2. Conclusions

The main objective of this study is to assess the employee's turnover intention at Wegagen Bank S.C. high employees' turnover can be triggered by many reasons, such as low salary scale, lack of carrier advancement, lower benefits for employees, lack of good management of the human resource, bad working environment, opportunity etc. based on the finding the following conclusion are drawn.

Regarding the issues that trigger the professional employee turnover intention of Wegagen Bank S.C. the finding one conclude that the due to relatively less payment and compensation regarding their work requirement is not educate, the working environment and culture of the bank being less attractive and long hour work which disrupt work-life balance, no opportunity for carrier advancement and the chance of promotion not being fair, the overall evaluation method of the bank and the numerous job opportunity one with better payment.

Among the employees turnover intention triggering issues employees are triggered to resigning from the bank manly due to insufficient payment then insufficient benefits, carrier advancement, working condition, bad relationship with management and colleagues respectively.

Grounded on the response, we can conclude that current employees are not interested in working at Wegagen Bank S.C. Moreover, the fact that there are professional employees that have more than 10 years plus experience shows the organization under the study lacks carrier advancement and promotion chances therefore losing young and mature active professionals. The employees have intention to resign from the bank within short time and would defiantly leave this bank if they are offered a job in another bank.

5.3. Recommendations

On the basis of the analysis and findings derived and conclusions drawn with regard to the existing employee turnover intention, the following recommendations are made for the bank management consideration.

- Since the payment and benefit strategy of the organization is found to be the main issue of the high employee turnover intention, the organization should improve its payment and benefit strategies. Benefits include house and transport allowances, bones, health insurances, reasonable credits provision for professional employee's etc. and as for salary payments it would be acceptable if at list match the current market to be competitive within the industry.
- Since evaluation is supposed to be a driving force to improve performance and stay motivated so instead of making employees feel under evaluated or appreciated it's better to recognizing employees for doing good work and let them know they are appreciated. Tangible and intangible rewards are a great way to show appreciation for good performers. This improves morale and commitment. Moreover make sure employees receive sincere acknowledgment on a continuing basis.
- Work life balance is important for employees there are a lots of complain about not having time for personal life outside of work such as raising kids, quality time with family/friends and having social life require time off from work, therefore it would be good progress to allow employees to have a day off based on good performance or compensating time from overtime work.
- It's very essential for the employees to have chance of promotion on bases of number of work experience they have; it is good for the bank to use their expertise that came from years of experience. Plus it gives the employee sense of belongings and commitment due to the bright future ought to provide by the organization.
- Employees were highly attracted and joined other organizations as a result of searching for high salary, safe working environment, career advancement & more financial and non-financial benefits, as the result Wegagen Bank S.C HRM Directorate should improve these variables to reduce employee turnover and to achieve the objective of the organization by retain skilled man power since they are the back bone of the organization.

- After all human resource is considered to be one of the most important resources of an organization. It is time for Wegagen Banks's head office managers to start thinking about the future of the organizational successes which can be achieved through retaining experienced and committed employees in the organization.

Reference

Armstrong, M. (2006). *A Handbook of Human Resource Management Practice. 10th ed.* London & Philadelphia: Kogan Page publishing, london.

Arokiasamy *et al.*, (2010). *Workplace spirituality and organization commitment influence on job performance among academic staff.*

Bergmann, T.J., & Scarpello, V.G. (2001). *Compensation decision making.* 4th ed. Harcourt, Fort Worth, TX.

Carsten, J.M., & Spector, P.E. (1987). *Unemployment, job satisfaction, and employee turnover: A meta-analysis test of the Muchinsky model.* Journal of Applied Psychology, 72, pp. 374-381.

Cotton, J.L., & Tuttle, J.F. (1986). *Employee turnover: A meta-analysis and review with implications for research,* Academy of Management Review, 11 (1),

Cropanzano, R., Rupp, D. E., & Byrne, Z.S. (2003). *The relationship of emotional exhaustion to work attitudes, job performance, and organizational citizenship behaviors.* Journal of applied psychology, 88(1)160-169

David G. Allen, Ph.D., SPHR (2006). *Retaining Talent: A Guide to Analyzing and Managing Employee Turnover.*

Dess, G.G., & Shaw, J.D. (2001). *Voluntary turnover, social capital and organizational performance.* Academic Management Review, 26, pp. 446-456.

Dessler, G. (2013). *Human Resource Management*

Different Industries in Bangladesh ” International Journal of Humanities and Social Science

Dobbs, K. (2001). *Knowing how to keep your best and your brightest.* Workforce, 21 (4)

Feng, W. C. and Angeline, T. (2010). *Turnover intention and job hopping behavior of music teachers in Malaysia.* African journal of business management

Griffith, R.W., & Hom, P.W. (2001). *Retaining Valued Employees.* London, Sage Publication.

House, R.J., Shane, S.A. and Herold, D.M. (1996). *Rumours of the Death of Dispositional research are vastly exaggerated.* Academy of Management Review, 21, pp. 203-224.

Khatri, N., Fern, C.T. & Budhwar, P. (2001). *Explaining Employee Turnover in an Asian Context,* Human Resource Management Journal, 11 (1),

- Kutch, B., M., (2017). *Employees Engagement Marginalized Population*. Portland State University
- Labov, B. (1997). *Inspiring employees the easy way*, *Incentive*, 171 (10), pp. 114-118.
- Liu, Z.Q., Liu, J.Q. and Li, Z. (2006). *The Analysis of Key Influence Factors on Voluntary Turnover Intention of Staff*, *Journal of Industrial Engineering and Engineering Management*, 4, pp. 142-145.
- Luthans, F. (1995). *Organizational Behavior*. 7th ed. New York, McGraw-Hill.
- Magner, N., Welker, R. & Johnson, G. (1996). *The interactive effects of participation and outcome favorability in performance appraisal on turnover intentions and evaluations of supervisors*. *Journal of Occupational and Organizational Psychology*, 69, pp. 135-143.
- Michal, E.M.B., Nissly, J.A. & Levin, A. (2001). *Antecedents to Retention and Turnover among Child Welfare, Social Work and Other Human Service Employees: What Can We Learn from Past Research? A Review and Meta-analysis*. *The Social Service Review*, 75 (4),
- Mobley, W.H. (1977). *Intermediate linkages in the relationship between job and satisfaction and employee turnover*. *Journal of Applied Psychology*, 62, pp. 237-240.
- Mobley, W.H. (1982). *Employee Turnover: Causes, Consequences and Control*. MA: Addison-Wesley publishing, Philippines.
- Mosadeghrad, A., M. (2013). *Quality of Working Life: An Antecedent to Employee Turnover Intention*.
- Mowday, R.T., Koberg, C.S. & McArthur, A.W. (1982). *The psychology of the withdrawal process: A cross validation test of Mobley's intermediate linkages model of turnover in two samples*. *Academy of Management Journal*, 27, pp. 79-94.
- Olusegun. S., O., (2013). *Influence of Job Satisfaction on Turnover Intentions of Library Personnel in Selected Universities in South West Nigeria*.
- Ongori, H., 2007. *A Review if the Literature on Employee Turnover*.
- Reucroft, G & Scott, T (2015). *Human resource; practical guideline*
- Saeed, I., Waseem M., Sikander S. and Rizwa M. (2014): *The relationship of Turnover intention with job satisfaction, job performance, Leader member exchange, Emotional intelligence and organizational commitment*. Vol. 4, No. 2
- Samuel M. and Chipunza C. (2009), *Employee retention and turnover: using motivational* Shamsuzzoha, and Shumon,(2010),” *Employee Turnover-a Study of its Causes and Effects to*

Shaw, J.D., Delery, J.E., Jenkins, G.D. & Gupta, N. (1998). An Organization-level Analysis of Voluntary and Involuntary Turnover, *Academy of Management Review*, 41 (5), pp. 511-525.

Shweta J. (2009), *Determinants of employee turnover intentions: A review*. Management Today, Vo.9, No. 2,

Singh, B.D. (2008). *Industrial Relations: Emerging Paradigms*. New Delhi: Naraina.

Staw, B. M. (1980). *The consequences of turnover*. Journal of Occupational Behavior. 1, 253-273.

Ting, Y. (1997). *Determinants of job satisfaction of federal government employees*. Public Personnel Management, 26, pp. 313-334.

Trevor, C O., & Nyberg, A. J. (2008). *keeping your headcount when all about you are losing theirs: Downsizing, voluntary turnover rates, and the moderating role of HR practices*. Academy of management journal, 51(2), 259-276.

variables as a panacea. African Journal of Business Management Vol. 3(8), pp. 410-415.

Weiss, H.M., & Cropanzano, R. (1996). *Affective Events Theory: A Theoretical Discussion of the Structure, Causes and Consequences of Affective Experiences at Work*. Research in Organizational Behavior, 8, pp. 1-74.

Zadiatol and Bageheri. (2009). *Business and educational management methodology*. US south western collage publisher.

Zhao, X.P., Liu, L. & Zhang, C.Z. (2003). *A Multi-Variable Analysis on Factors Influencing Employee's Turnover Intention*, *China Soft Science*, 3, pp. 71-74.

St. Mary's University School of Graduate Studies

Employee Turnover Intention Questionnaire

Dear respondents

Thank you for agreeing to participate in this study. The researcher is pursuing Masters in general MBA at St. Mary University. The researcher is carrying out a study on "ASSESSMENT OF EMPLOYEE TURNOVER INTENTION AT WEGAGEN BANK S.C".

I am kindly requesting you to spare your precious time to fill the questionnaire as sincerely and truthfully as possible. The information given will be handled confidentially, and will only be used exclusively for research purpose. Please be aware that your participation is completely voluntary and you can withdraw at any time and for any reason. If you have any questions or require more information, please contact me at lozaberhane@yahoo.com.

Thank you for your cooperation.

PART I: Demographic Characteristics of the Respondents

Instruction: Circle the letter which fits your character

1. What is your Gender?

A. Male B. Female

2. What is your age gap?

A. 21-23 B. 24-29 C. 30-35 D. 36-40 E. 41+

3. What is your qualification?

A. 12+2/Diploma B. BA C. MA

4. What is the year of your service experience in the bank?

A. Less than 1 year B. 1-2 year C. 2-5 year D. 5-10 year E. more than 10 years

PART II: General opinion of respondents on employee turnover intention

For the following statement, please record your answer by ticking at the space provided, according the scale indicator. The opinion rating scale being;

1= Strongly Disagree 2=Disagree 3=Not Sure 4=Agree 5=Strongly Agree

1. The Job

| Statements | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| The job you are assigned to perform is challenging | | | | | |
| Your workload is manageable/not stressful | | | | | |
| Your skills effectively match with the job requirement | | | | | |
| There are sufficient staffs to cover the work load | | | | | |

2. Salary/Pay

| Statements | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Your salaries are paid on time | | | | | |
| You get paid enough compensation for overtime and other work load besides the regular job | | | | | |
| Your payment is adequate in relation to your duties and responsibility | | | | | |
| There is equity over the distribution of payments that the bank provides | | | | | |

3. The Work Environment

| Statements | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| You are provided adequate equipment to do the job | | | | | |
| You have a good relationship with your co-workers | | | | | |
| The working place/space is appealing | | | | | |
| The bank have culture that enable you to express your self | | | | | |
| Work life balance are promoted and practiced in the bank | | | | | |

4. Supervisor/Manager

| Statements | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Your supervisor has sufficient knowledge of the job | | | | | |
| Your supervisor acknowledges employees contribution | | | | | |
| Your supervisor gives clear assignment for you to perform | | | | | |
| Your supervisor provide constructive feedback | | | | | |
| Your supervisor keeps employees well informed on the decisions that are made. | | | | | |
| Maintained a professional relationship with employees | | | | | |
| You are motivated by you supervisor | | | | | |
| You are given decision making chance on job matter | | | | | |
| Offer close supervision and promoted ways to develop and improve skill | | | | | |

5- Training and Development

| Statements | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| You feel that Adequate training and development programs, that helps to fill performance gap are given | | | | | |
| The training you took is helpful with the actual current job you are doing | | | | | |
| There are opportunity of carrier advancement for professional employees | | | | | |
| There are fair chance of promotion | | | | | |

6- Appraisal/Evaluation

| Statements | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| You believe the evaluation method represent performance | | | | | |
| You feel undervalued | | | | | |
| The intended scale you are given to accomplish is achievable | | | | | |
| You are satisfied with the latest evaluation you are given | | | | | |

7 – Other Opportunity elsewhere

| Statements | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| There are numerous jobs availability in my filed | | | | | |
| You want to change carrier paths | | | | | |
| You are hopping to work for yourself in the future | | | | | |
| There are alternative jobs that can offer better payment than your current job | | | | | |

PART III: General Question

1 - Intention to Leave the Bank

| Statements | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| I have intention to resign from Wegagen bank within a shorter time | | | | | |
| If I get a job in another bank I would definitely leave this bank | | | | | |
| I am searching for a better job in a better Organization at the moment | | | | | |

2 - Intention any time

What are the reasons that would trigger you to consider leaving the bank? (You can

Select more than one option!

- A. Insufficient payment
- B. Insufficient benefits
- C. Lack of career advancement
- D. Work load
- E. Bad relationship with the management and other colleagues
- F. Working condition
- G. Alternative job opportunities
- I. Other (specify):