ST. MARY'S UNIVERSITY

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FACTORS AFFECTING TURNOVER INTENTION: THE CASE OF ETHIOPIAN AIRLINES TERMINAL EMPLOYEES

BY

IBRAHIM ASSEFA (ID: SGS/0240/2011A)

AUGUST, 2020

ADDIS ABABA, ETHIOPIA

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

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APPROVED BY BOARD OF EXAMINERS

	_____
Dean, Graduate Studies	**Signature & Date**
	_____
Advisor	**Signature & Date**
	_____
External Examiner	**Signature & Date**
	_____
Internal Examiner	**Signature & Date**

DECLARATION

I Ibrahim Assefa, declare that this research work on the topic entitled "Factors affecting turnover intention: the case of Ethiopian Airlines terminal employee" is my original work and all the references used in the study are acknowledged.

Ibrahim Assefa   _____

Name   Signature& Date

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a University advisor.

Goitom Abraham (Asst. Professor)   _____

Advisor   Signature & Date

ACKNOWLEDGEMENTS

TABLE OF CONTENTS

ACRONYMS AND ABRIVATIONS

ET/ETA   -   Ethiopian Airlines

HR   -   Human Resource

SPSS   -   Statistical Package for Social Science

ANOVA   -   Analysis of Variance

LIST OF TABLES

LIST OF FIGURES

Abstract

Employee turnover intentions is planning and thinking of employees to leave their organization or job due to different reasons. The general purpose of this research is to assess the employee turnover intention and determine the factors that influence employee turnover intention at Ethiopian Airlines Terminal department. The study employed descriptive and explanatory research design. Qualitative and quantitative research approaches were used. The populations of the study were Ethiopian Airlines employees serving at the terminal unit which count for 627. And the sample size for this specific study was 86 employees. Probability sampling design and simple random sampling techniques were used. Qualitative and quantitative research approaches were used. Descriptive and correlational designs were used to test the relationship among the study variables. Regression analysis was used to predict work related factors (organizational commitment, job satisfaction, motivation and compensation and benefits) on employee turnover intention. Primary data was obtained from the questionnaire and interview session. The findings show that, job satisfaction, motivation and compensation and benefits have positive relationship with turnover intention and organizational commitment has negative relationship with turnover intention. In addition to that, from the regression analysis compensation and benefits predict turnover intention more than other variables. The major work related factors for employee turnover intentions are low salary, work overload or unbalanced, unfair treatment, the reward and appraisal system is not good, less employee benefit package, the rules and regulations, rare recognitions, career development is not flexible and unattractive working environment. It is recommended that the Airline has to give much attention for, career development issues, the rules and regulations and for employee compensation and benefit.

Keywords: Turnover intention, organizational commitment, job satisfaction, motivation and compensation and benefits.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

1.1 Background of the study

The greater resource of any organization is its employees. Employees are the key to quality service and are a crucial link to achieving organization goals and objectives. Employees can stay or leave an organization because of different reasons. Employee turnover as defined by Armstrong, M. (2006) is the number of personnel who leave the organization. It is defined as the entry and exit of individuals into and out of the work place of an organization over a specific period of time. Exit from an organization can take the form of resigning, retirement, dismissal or death. Voluntary turnover is recognized as any departure as a result of the individual's decisions or actions while involuntary turnover is due to termination of the employment by the organization. Involuntary turnover includes all dismissal form of exit which is believed to be beneficial to the organization, while voluntary turnover accounts for all other forms of exit and is felt to be a loss to the organization (Armstrong, 2006).

Turnover is not one time occurrence, it is a continuous process. In the past and current time companies have been experienced turnover and it has a major impact for the company goal accomplishment. Thus, in order to forecast future losses and to identify the reasons that people leave the organization it is necessary to measure employee turnover and calculate its costs (Armstrong M, 2014). Turnover intention is a measurement of whether an organization's employees plan to leave their positions or whether that organization plan to remove employees from the positions (Hom and Griffieth 1991). Hom and Grffieth (1991) have defined turnover intention as the relative strength of an individual's intent toward voluntary permanent withdrawal from an organization. Turnover intention of employees refers the likelihood of an employee to leave the current job he or she is doing.

There are costs related to turnover. Some of them are: replacement costs, separation costs, training costs, quality problem, and loss of moral (Philips & Connell, 2013). There are also many motives for the employee to leave the organization and some of them are: job opportunity, monetary factors, organizational commitment, flexible work time and stress (Taylor S, 2002).

Companies that experience low turnover rate will have a chance of goal achievements easily. On the other hand, companies experiencing high turnover, the chance of their goal achievement will be difficult. In addition to that, customers are affected badly; they may experience lack of service consistency, communication problem, lack of employee morale and the mistake made by the newly hired employees (Maclean, 2001).

When we look at the previous literatures, there was a situation that Coca Cola Company face a problem for goal achievement. At that time Coca Cola management laid off (temporarily turnover) 6000 employees. These 6000 employees experience, knowledge, skill and creativity can have a significant role in the company goal achievement. And lay offing that much amount of employees can bring experienced man power shortage and create psychological frustration with the remaining employees.

Employee turnover has a major role in business success and significant role in the operation. Because of that many studies conducted on employee turnover and turnover retention. Companies also have been using these researches findings for their strategy development and competitive advantage.

Over the last decade, the Bangladesh aviation industry has been facing a number of problems. Among such incidents, the increasing state of employee turnover rate is significant. And research was conducted by collecting data through questionnaire and it was communicated to 100 respondents from the three airlines companies. Based on the gathered data the finding was that both the public and private airlines should develop proper supervision and provide sufficient training to the employees. They must also make sure that there is a proper reward system for performance at the same time. This would ensure that there are sufficient opportunities for the employees, which in turn would reduce employee turnover. Also the airline should consider salary and give attention for the employees (Rezbin. N, Rafikul. I and Kazi.T, 2018).

According to Nawaz N and Ahmed M, (2015) conducted a research on the impact of organizational commitment on employee turnover: A case study of Pakistan International Airlines. From the total of 18,329 population 390 employee were taken for sample. The research design adopted for this study is quantitative research design in which a survey is conducted with the help of questionnaire in order to collect the required information. To reduce the turnover intention an organization must have highly committed employees. Higher

the commitment, lower will be the turnover intention. Lower the turnover intention, lower would be the cost of hiring, training and development of employees.

A research done by Banerjee A, (2019) on failure of employee retention and its consequence on organization through content analysis. The methodology used for this study is using both primary and secondary sources through various literature, papers, articles available on internet, company editorials of recent times. The quantitative study conducted through questionnaires was circulated amongst regular employees of 30. The reasons for the retention failures are job security, developmental opportunities, peer relations and the most important one is also performance appraisal system. Based on the research these factors are the elements of lack of job engagement and failure in man power planning.

In Ethiopia related researches also conducted on the topic of turnover. In 2018 Belete A, conducted a research on the title of employee turnover Intention Influencing factors. The finding was that there are up to ten factors that could be the reasons for employee to leave the organizations and these are job satisfaction, job stress, organizational culture, organizational commitment, salary, organizational justice, promotional opportunity, demographic variables, leadership styles, and Organizational Climate. These factors are not the only reasons for employee to leave the organization but they are the major factors.

In 2017 Martha G, conducted a research on effect of reward management practice on employee retention and based on her research the finding stated that pay, benefits, promotion, recognition, working environment, training and development, responsibility and meaningful work has a direct effect on retaining employees. The study found that the more the organization provides rewards the more employees stay at the organization.

Most of the researches didn't focus on airport employees. Thus this study assesses the employee's turnover intention and work related reasons at Ethiopian airlines terminal employees. The purpose of this study is, therefore, to provide clear and precise information about employee turnover intention and work related reasons. Employee turnover is not fully controlled by the organization but it is manageable. High number of employee turnover increase the organization cost and decrease its reputation. To manage the employee turnover first the organization need to focus on the turnover intention and the work related factors that trigger the turnover. One of the key factors for any organization success is its employees. If the Airline is able to reduce the turnover intention on the other hand it will reduce the

turnover and this will help the organization to achieve more effectively and efficiently, that is the reason behind for the researcher to choose this topic.

1.2 Background of the organization

Ethiopian Airlines (ET) formerly Ethiopian Air Lines (EAL) and often referred to as simply Ethiopian, is Ethiopia's flag carrier and is wholly owned by the country's government. Ethiopian Airlines (EAL) was founded on 21 December 1945 and commenced operations on 8 April 1946, expanding to international flights in 1951. The firm became a share company in 1965 and changed its name from Ethiopian Air Lines to Ethiopian Airlines. The airline has been a member of the International Air Transport Association since 1959 and of the African Airlines Association (AFRAA) since 1968. Ethiopian is a Star Alliance member, having joined in December 2011.

Now days Ethiopian airlines have become the Africa's largest airline in terms of passengers carried, destinations served, fleet size, and revenue. And also it is the world's 4th largest airline by the number of countries served. Ethiopian Airlines is "Africa's Link to the World." More than 1.5 million people a year fly the carrier to 23 domestic and 116 international destinations on four continents. The airline claims the largest network of routes within Africa. Since its launch in 1946, Ethiopian has been a pioneer in African aviation industry. It has maintained an excellent reputation under the various governments that have ruled Ethiopia over the years. Cargo operations are a vital part of business; Ethiopian also has a wide array of ancillary services such as Africa's leading maintenance and training operations. The fleet includes more than two dozen airliners, while various small planes, helicopters, and even crop dusters are employed in the side ventures.

Ethiopian started operation with the first 5 C-47 aircraft, scraps of 2nd World War, back in 1946 during its debut flight to Cairo via Asmara. Ever since, Ethiopian has been growing in leaps and bounds and has kept on introducing new aviation technology and systems, with so many firsts in the history of African aviation as an aircraft technology leader; providing the first jet service in the continent, availing the first African B767, the first African B777-200LR in 2010 and the first African and second only to Japan B787 Dreamliner in 2012. In a continuation of that tradition, Ethiopian was the first in Africa to acquire Airbus A350 XWB, introducing the extra effect to the African continent. Leading the way once again, Ethiopian was the first African Airline to operate the latest Boeing 787-9 in 2017. Below the industry average, Ethiopian currently operates more than 115 of the young and most modern fleet, with less than five years of age, and has 57 fleet on order. Living its motto of Bringing Africa

Together and Beyond, Ethiopian has created a missing link through its vast African network to 61 cities and more than 120 international passenger and cargo destinations, with daily and more flights, with a minimum layover in Addis Ababa. As a veteran African carrier, Ethiopian has positioned vast Intra-Africa network better than any Airline. Ethiopian is currently implementing a 15-year strategic plan called Vision 2025 that will see it become the leading airline group in Africa with seven strategic business units. Ethiopian joined Star Alliance, the world's largest Airline network, in December 2011. Ethiopian is a multi-award winning airline including: SKYTRAX Best Airline Staff Service in 2013 & 2016, 'Best African Airline' in 2017, and Four Star Airline Certification in 2017. Ethiopian has been registering an average growth of 25% per annum for the past seven years.

Ethiopian Airline offers two kinds of flight service cloud nine/business Class and economy class. Cloud Nine service is a combined service of first and business classes. Cloud Nine has the space, comfort and style that make flying with Ethiopian a pleasure. In economy class Passengers are offered different category of audio channels with access to a video library of 16 Blockbuster Hollywood films, 26 Hollywood classics including 10 Hollywood kid's classics, 49 international films & 82 TV shows including destination. On all flights, passengers are provided with food and complimentary beverages on board, in both classes. The food service consists of hot meals, hot or cold snacks, or light refreshments, depending on the length of the flight and the time of the day. The choice of acquiring complementary drinks at an extra cost is available too. The airline also offers assorted menus for passengers having special meal requirements. Its hubs reside on Addis Ababa - Ethiopian main hub, Lome (Togo) - Ethiopian Second hub and Lilongwe (Malawian) - Ethiopian third hub. At the current time the company employed more than 16,000 employees (Corporate Ethiopian airlines.com/About Ethiopian).

1.3 Statement of the problem

To be successful in business it needs the involvement of all peoples (employees) from all directions. To achieve the business objective more effectively and efficiently the human resource has to be well planned, organized, directed and controlled. Otherwise it's very difficult to even accomplish minor things. In every business organization peoples operate and control the process. Employees add value in every process of the business from input to output of the goods or services. Organization is a group or a collection of peoples and without the employee an organization cannot exist or function. For the achievement of company

objective employees have to be retained carefully Employees should be given much attention from their employers because the company survivals rely on its employees.

Unfortunately in Ethiopian Airlines employees are leaving the company more frequently these days. Turnover of the company become high from time to time. The last five years more than 2000 employees leave the organization because of different reasons. The incremental of the turnover rate is likely to affect customer and employee satisfaction directly or indirectly. Also it creates psychological frustration and additional work load for the remaining employees. Employee turnover rate of ET listed with regards to the years.

Table 1.1 Employee turnover rate

Fiscal Year	No. of Employee	Total No. Turn Over	Turnover rate in %
2013/14	8,066	365	4.52%
2014/15	8,977	448	4.99%
2015/16	10,227	648	6.33%
2016/17	11,632	462	3.97%
2017/18	13,942	512	3.67%
Average	10,568	2,606	4.696%

Source: Ethiopian Airlines human resource turnover analysis report, 2019

Based on the five years turnover analysis the turnover rate in the near future is expected to continue as it is between 4.5%-6%.

Many researchers have conducted researches on employee turnover and turnover intentions. For instance Gemechu A, 2018 Samrawit F. 2017, Mayabih F. 2014, Belete A. 2018, Banerjee A. 2018…etc. Samrawit F and Gemechu A are the two researchers to conduct a research on Ethiopian airlines. The research done by Gemechu A, 2018 has considered many departments like marketing, finance, purchasing, flight catering, maintenance and engineering. On the other hand the other research done by Samrawit F, 2017 also considered two departments finance and human resource. Based on the available literature there is no research conducted specifically by considering the terminal employees. So, this paper will focus on terminal employees.

Bole terminal is the place where most of the passengers and Ethiopian airlines staffs meet. It is the main hub of operations and all kinds of the passenger's problem or requests are handled here. The interaction between the staffs and the passengers are face to face that means the passengers receive the service on the spot and passengers are also involved in the service process. So, they can easily get satisfied or dissatisfied with the service offered by the airline. Each employee adds value (good or bad) in every service that is given to the passengers. For instance if the turnover rate is high the work load will not be balanced and goes to few peoples and this forces the remaining employees to give normal or low level service. That's why it is called the turnover problem of the terminal employees is critical than other departments. For instance maintenance and repair shop, cargo, call center, catering, aviation academy and human resource departments have no physical contact with the passengers but the terminal is the place where Ethiopian Airlines staffs interact physically with the passengers and also the service given at this place is not stored for later, once it's given to the passengers it is not possible to undo it. The survival of the company relies on its customers and the main place to satisfy and to make them loyal to the company is the terminal. The terminal is the most critical place than others, it is the place where the company offer direct service for the customer the others department their interaction with the customers are very low and they are supporter for the service.

Ethiopian Airlines recruit more staffs from time to time. Starting from 2015 up to date, 2020 the number of newly recruited employees is more than 7,000. The number of recruitment is increasing from time to time because of the turnover and the operation expansion.

The quality of an organization's workforce determines the overall performance of the organization. High employee turnover means having many inexperienced employees, which will eventually lead to lower employee performance. Because of the current turnover rate mainly customer satisfaction will be affected badly. At the airport more than 10% of the service is covered by the new comers and this create low performance because of their lack of experience. Also effectiveness of the service is affected badly. In addition to that the work load is gone to specific staffs. After the completion, this paper will help the organization to come up with a solution for this problem by identifying the reasons behind for turnover intentions. 10% might be small when it is expressed in number but when it comes to reality and customer satisfaction it plays major role. So, as much as possible it would be great if the percentage is reduced.

1.4 Research questions

- ➢ What is the turnover rate at Ethiopian Airlines in general and the terminal work unit in particular?
- ➢ What is the turnover intention of employees serving at the terminal department?
- ➢ What are the factors that influence employee turnover intention at the terminal department?
- ➢ What strategies are designed by the company to minimize the turnover intention of employees?
- ➢ To what extent the strategies are implemented successfully?

1.5 Objectives of the Study

1.5.1 General objectives

The general objective of this research is to assess the employee turnover intention and determine the factors that influence employee turnover intention at Ethiopian Airlines Terminal department.

1.5.2 Specific objectives

Specifically, the objectives of the study are the following:

- ➢ To describe the turnover rate at Ethiopian airlines.
- ➢ To determine the turnover intention of the terminal department employees.
- ➢ To identify the work related factors for employee turnover intention at the terminal.
- ➢ To determine the strategies being used so that to minimize the turnover intention.
- ➢ To identify to what extent the strategies are implemented.

1.6 Significance of the study

The research will provide information that every leader, manager (specially human resource manager) could use in order to come up with strategies and plans that will strategically position them in the highly competitive, diverse, and complex business environment that is experienced at current time. Also it provide information for the concerned about how work related factors affect the rate of the turnover. It gives a wakeup call for those who ignore the importance of the turnover impact on employee and company performance. One of the

important factors that affect employee performance is turnover because it put work pressure for the remaining employee until someone new arrived for the work.

The findings of this study are expected to be of great significance for human resource development research activities. The report of this study will be easily acquired from the library and it will equip the learners with more knowledge and skills on factors contributing to employee turnover intention. This study also adds up its contribution to the existing body of knowledge on employee turnover intention and can be base for future researchers work on the topic.

In addition to that, by conducting this paper the researcher will be able to understand the research process, to develop skills in the interpretation of results, to gather data, to improve communication skills, to analyze data, to have the patience for obstacles and challenges, to be confident, and to gain experience.

1.7 Scope and limitation of the study

1.7.1 Scope of the study

Although there are many factors that affect the turnover intentions of the employees in the real business context but four main factors (organizational commitment, job satisfaction, motivation and compensation and benefits) that are expressed in 26 items are included in this study. Due to geographical and time limitation this study focuses on Ethiopian Airlines employees who are stationed in Addis Ababa bole international airport. Ethiopian airline is a large organization and at the current time the total number of employees is more than 16,000. Considering the total population will provide better information about the problem but because of the academic schedule, cost and time limitation the scope is limited to airport staffs and from the total population of the airport staffs 86 employees were taken as a sample. Finally, the data collected from the company for this study is from 2013-2020.

1.7.2 Limitation of the study

Since there is always room for improvement, this research has several limitations: -

➢ Ethiopian airline has different departments and more than 16,000 employees all over the world. But this study sample was only drawn from Bole International Airport terminal 2 employees.

- Some of the respondents expressed fear of being victimized by the information they were required to provide because of that they were reluctant.
- Covid-19 pandemic somehow hinder the interview and data collection method.

1.8 Definitions of terms

The following are definitions of terms that are used thorough out the research paper.

Turnover: is the result of a decision to leave

Employee turnover: is the numbers of personnel who leave the organization.

Employee Turnover Intention: is employee's desire or willingness to leave an organization.

Employee turnover retention: the possible actions to be taken to prevent high turnover and to retain employees.

Voluntary turnover: when an individual employee is willing or makes the decision to leave the organization by him or herself.

Involuntary turnover: when the organization make the decision for the individual to leave the organization.

1.9 Organization of the study

The study is organized in five chapters. The first chapter deals with introductory concepts which contain background of the study, introduction about Ethiopian Airlines, statement of the problem; which discussed about what the research problem is, the research objective, the research question is raised that the researcher would like to answer it, finally the significance of the of the study, scope and limitation and definition of terms were discussed. The second chapter is dealt with review of related literature where exhaustive theoretical concepts related to the turnover in general and employees' turnover intention in particular are discussed. Empirical literature; others researcher's research work stated and discussed in this section. The third chapter describes the research design and methodology employed in order to conduct the study which includes the research design, approach, types of data and data collection instruments, sample size and sampling techniques, procedure of data collection, data analysis techniques and tests of reliability and validity. Chapter four dealt with data presentation and analysis, where the results of the primary data collection instruments (questionnaire and interview) and the secondary data instrument are presented. Finally chapter five is dealt with summary, conclusion and recommendations of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0 Introduction

The chapter will provide a review of available literature in the area of employee turnover and retention. The first part of the chapter begins with by review the theoretical literature, defining turnover, factor of turnover, turnover costs and retention strategy. Empirical literature will be discussed after the detailed turnover discussion.

2.1 Theoretical literature review

2.1.1 Employee turnover

Employee turnover defined by Armstrong M, 2014, is the rate at which employee leave an organization. Employee turnover is the numbers of personnel who leave the organization (Armstrong M, 2006). Turnover is any permanent leaving beyond organizational premises and also it is a transfer of employees within the organization and temporary layoffs. (Cascio W, 2003).

Turnover is the results of a decision to leave (Cooper &Saridakis, 2016). Employee turnover, as defined by Hom and Griffeth (2001), is terminations of members from organization before the end of their contract. Turnover is the percentage of employees who leave the organization and it results from resignation and leaving based on unsatisfactory performance (Philips & Connell, 2013).

In order to forecast future losses for planning purposes and to identify the reasons that people leave the organization it is necessary to measure employee turnover and calculate its costs. Plans can then be made to eliminate the problems that results unnecessary turnover and to reduce costs. According to Armstrong M, 2014, there are a number of different methods of measuring turnover, as listed below:

A. Employee turnover index

It is easy to understand and to calculate. This formula is traditional and common formula that used for measuring turnover:

Number of leavers in a specified period (usually 1 year) / Average number of employees during the same period $\times$ (100)

B. Stability index

The stability index is considered by many to be an improved than the turnover index. The formula is:

Number with 1 years of service or more /Number employed 1 year ago $\times$ (100)

C. Survival rate

The survival rate is the proportion of employees who are engaged within a given period who stay with the organization after so many months or years of service.

2.1.1.1 Types of turnover

A. Voluntary turnover

When an individual employee is willing or makes the decision to leave the organization by him or herself it's called voluntary turnover. In voluntary turnover the decision is rely on the individual not the organization. The initiation to leave the organization is come from the individual employee (Philip and David, 2013). According to Philip and David, 2013, compared to involuntary turnover the organization want to reduce the voluntary turnover employee because in voluntary turnover the employees are a kind of employee that the organization would prefer to retain them (Philip and David, 2013). Voluntary turnover means that an employee chooses to leave the job or the organization freely (Hom&Griffeth, 1995). Voluntary leaves are undesirable because the organizations or the managers did not request or want (Hom&Griffeth, 1995).

B. Involuntary turnover

When the organization makes the decision for the individual to leave the organization is called involuntary turnover (Philip and David, 2013). The organization make the decision because of two factors and these are either the individual is not working accordingly (examples: if the employee is violating the policy, poor performance or unfit for the job) or because of organizational restructuring (downsizing). So, involuntary turnover is positive or necessary for the organization because it will help the company to achieve its objective and also it makes sense to terminate an employee based on the repetitive poor performance (Philip and David, 2013). Involuntary turnover means the employer not the employee initiated job separations over which the employees have little or no personal say, for example

dismissal or layoffs (Hom&Griffeth, 1995). Involuntary leaves are functional to the organization because the managers or the employers would not want to keep poor performers or excess manpower (Hom&Griffeth, 1994). The employee would have remained employed until he or she required to leave. The employee wants to stay at the organization but the organization makes decision to resign the employee. (Taylor S, 2002).

C. Functional turnover

The turnover is voluntary and considered functional when the turnover is positive or good for the organization. Functional turnover includes: exit of low performers, turnover that enable the organization to replace the leaver with the good performers and lower cost employees (Philip and David, 2013).

D. Dysfunctional turnover

Turnover is considered dysfunction when the turnover is problematic for the organization. Dysfunctional turnover includes: the loss of high performers, an employees whose skill is difficult to replace, loss of hard to recruit populations, a kind of employee or turnover that disrupt the operations negatively (Philip and David, 2013). Dysfunctional turnover represent the leaves of effective performers or highly trained or skilled employees who are not easily replaced by the new or current employees (Hom&Griffeth, 1994).

E. Avoidable turnover

The reasons for the turnover are somewhat under organizational control. The organization will be able to avoid the turnover by control the reasons. Examples: turnover driven by job dissatisfaction, poor supervision, inadequate growth opportunities, or a negative organizational culture (Philip and David, 2013).

F. Unavoidable turnover

Valuable employees will still leave for reasons that the organization has little or no control over. Even if the organization does everything right some productive or valuable employee could leave because in unavoidable turnover the reasons are fully uncontrolled by the organization, the organization has little or no control over the reasons. Examples of unavoidable turnover initiated by health problem or winning lottery. Resignation is not initiated by job dissatisfaction but the reasons that are not connected to the work; they are not

work related reasons. Retirement is the best example, but illness, maternity and reallocations are also an example (Taylor S, 2002).

2.1.1.2 Effects and costs of turnover

According to Armstrong M, 2014, when calculating costs related to turnover the organization need to consider the following factors:

Direct cost of recruiting replacements (advertising, interviewing, testing, etc),direct cost of introducing replacements (induction cost), direct cost of training replacements in necessary skills, leaving costs – payroll and HR administration, opportunity cost of time spent by human resource and line managers in recruitment, induction and training, loss of output from those leaving before they are replaced, loss of output because of delays in obtaining replacements, loss of output while new starters are on their learning curves acquiring the necessary knowledge and skills.

According to Hom & Griffeth, 1991, costs related to the turnover are listed below:

- ➢ Separation costs; costs directly produced because of turnover
- ➢ Replacement costs; costs of replacement
- ➢ Training costs; training and orienting the new comers (formal orientation, formal job training, offsite training and on the job training)

There are also other costs that are difficult to know it in economic way. These kinds of costs are not tangible for example loss of a key scientist, chemist, or executive is not expressed in economic way (Hom & Griffeth, 1991). Other costs can be:

- ➢ Loss of trade secrets
- ➢ Leavers might form competing business
- ➢ The turnover impair quality of service
- ➢ Initiate more turnover among the remaining

According to Philips & Connell, 2013, turnover has costs that will negatively impact the organization and these are: huge financial impact, workflow interruption and productivity losses, the quality if the service affect, loss of experienced or expertise employees and because of the shortage of staff organization could miss business opportunity.

Quality problems (costs of error and mistakes), customer dissatisfaction (unfit and unprepared for that specific position employees on the job causes disappointment of customers), the cost to replace leaver expertise, the costs of the actual administrative time spend to turnover problems and temporarily costs to replace the leaver until the exact employee arrived or assigned (Philips & Connell, 2013).

The cost of hiring and training new personnel can range from 25-200 percent of the employee annual compensation. Direct costs can include recruitment, advertising, employment agency fees, signing bonus and over time expense to cover a vacation position. Indirect cost include decreased productivity, disruption to customer service, late deliveries, product delay, loss of moral, absenteeism, quality problem, loss of skills and knowledge from the organization (Graber P, 2008).

Philip and David, 2013, mentioned costs related to turnover. These costs could be tangible or direct costs or indirect or intangible costs associated with turnover, examples of intangible costs such as loss of organizational memory, teamwork disruptions, loss of productivity, or diminished diversity. Direct costs are the costs that the organizations will loss it in tangible or direct way. Separation costs associated with replacing the departing employee. Examples of tangible costs include HR time, manager time, recruitment costs, selection costs, orientation costs, training costs, and even costs associated with lower quality, productivity, or customer service while replacements master the job. Generally voluntary employee turnover costs and benefits mentioned in the below table.

2.1.2 Employee turnover intention

Turnover intention is considered as a conscious and deliberate desire to leave an organization within the near future. According to Hom and Griffeth (1991), turnover intention of employees refers the likelihood of an employee to leave the current job he or she are doing. Turnover intention is a measurement of whether organizations employees plan to leave their positions or whether that organization plan to remove employees from the positions (Hom and Griffeth 2001). Turnover intention is defined as a conscious and deliberate willingness to leave the organization.

2.1.3 Factors affecting employee turnover intention

Turnover may be caused by different factors. These factors of turnover intentions are differ from time to time and organization to organization to some extent. Some of the factors that affect employee turnover intention discussed below.

Alternative job opportunity

Alternative job opportunity is considered as the reason for leaving or terminating the contract with the organization and it's called pull factors (Taylor S, 2002). Pull factors occurs when the resignations is initiated by the positive attraction of alternative employment. The employee is happy or satisfied with the current job but decide to search of something even better. The reason behind pull factor could be: higher payment rate, package of benefits, better job security, more job opportunity and career development, less pressure, the opportunity to work oversea (best example for this factor is Ethiopian Airlines), suitable hours of work, the desire to work with someone or management team and for better work profile and experience (Taylor S, 2002).

Job satisfaction

Job satisfaction is one of the factors that lead to turnover intention. Job satisfaction describes individual's enjoyable emotion or feelings that occur when he or she evaluates his or her job. If employees are dissatisfied with their job or with some important part of their job it could be nature of the work, rewards, supervision, opportunities for advancement or coworkers their level to leave the organization will be high. This dissatisfaction leads them to search for alternative opportunities. In this situation when they find acceptable or preferable alternatives many people leave but not all people. Even some individuals leave the organization before securing an alternative (Philip and David). If the reason for leaving is the perception that something is wrong with the existing organization and these kind of factors called push factors. Without knowing a great deal about the other organization environment, employees join the other organization because the employee is no longer enjoying working for the current organization. Some of the reason that will increase the turnover in the push factors are: unfairness and fed up, bored or stress with the day today operation. Even some dissatisfied employees leave the organization without securing the alternative (Taylor S,

2002). Employees who feel satisfied with jobs are thought to perform better in the organization than those who are dissatisfied with them.

Compensation or benefits

Compensation and turnover are strongly related. The firm who pays higher the turnover rate is lower than that of the firm who pays lower. The response for the wage is differ from peoples to peoples. Different groups of workers or different gender might respond differently for the wage. Different worker groups respond differently for payment (Cooper & Saridakis, 2016). The organization should apply different types of payment system accordingly. Wages and benefits are the norm and many manages believes that the main problem causing high turnover and recruiting qualified employee (Maclean, 2001). Employees who paid better are more likely to remain with their manager (Maclean, 2001).

Economic growth

When we compare the economic situation before 50 or 60 years ago it is not like today. Current time the growth of the economic is increase from time to time in almost all over the world. As economic grown on the other hand the job growth and job opportunity will follow. The economic expansion creates new jobs which means it create new option or alternative for employees to leave current employment (Philips & Connell, 2013).

Organization commitment

It is defined as employee attachment with a particular organization. Organizational commitment also describes the attitude of an employee towards the goal of organization that he or she feels identification with, which motivates him or her to make more effort for the effectiveness of organization (Mowday, Porter and Strees, 1982). Organizational commitment is one of the factors for employee turnover intention if the employee is not attached with the organization. Employees who have less commitment lean towards making errors on the job and have more work absenteeism, more than employees who feel strong commitment to the organizations.

Motivation

Motivation is the collection of all the factors both external and internal that stimulate desire and energy in people and make them constantly interested and committed to the organization. Less motivated employee can cause low performance, bad inspiration for co-workers, employees burnout etc. In any organization, the overall efficiency and effectiveness of employees and success of the organization is dependent on motivation of the employees. De-motivated employees do not put efforts and on getting a chance of leaving the workplace. Motivation can be intrinsic or extrinsic. Intrinsic motivation is internal motivation which includes appreciation, new work challenges, positive and soft behavior from employer, and job succession (Ryan &Deci, 2000). Whereas, extrinsic motivation is external and can be described as pay, bonus, promotions, job security (Prabakaran, Ispriya, Amsa, &Angulakshmi, 2014).

Slower growth of job seekers

If the availability of the job seeker is low but the job growth is increase this also creates an opportunity for the other employees to leave the organization. These kinds of situations give an opportunity to think about alternatives (Philips & Connell, 2013).

According to Armstrong M, 2006, the reasons for turnover are listed below:
- ❖ More payment and benefit
- ❖ More job security
- ❖ More opportunity to develop job skills
- ❖ More career opportunity
- ❖ Better working environment
- ❖ Poor relationship with management
- ❖ Poor relationship with coworker
- ❖ Personal; illness, changing living area etc.

Entrepreneurship

Individual leave an organization for the purpose to start their own businesses (Philips & Connell, 2013).

Favorable climate

Employees leave organizations, change job or shift jobs for the purpose of suitable weather (Philips & Connell, 2013).

Quality of workplace

Employees value the quality of workplace more than or as much as money they earn or the benefits avail by the organization (Maclean, 2001). It doesn't meant that money and other benefits are unimportant but it focus on factors such as support from supervisors and coworkers, job flexibility, autonomy, involvement in organization decision making, autonomy, happy workforce and role clarity. If the above mentioned factors are not met it might initiate intention of turnover (Maclean, 2001). The reason for employee resignation: lack of recognition, lack on incentives, unhealthy working environment, difficult relationship with coworker and skill of managers (Maclean, 2001).

Philips & Connell, 2013 listed the internal factors that affect turnover and these are:

> Lack of company loyalty
> Desire for useful and challenging work
> The need for independence, autonomy and flexibility
> Rewards based on results
> The need for participation and recognition
> The need for all kind of benefits
> The desire to learn new skills
> Career development
> Motivation
> The need for supportive and caring environment
> The need for life-work balance

Leigh B, listed seven reasons that could be the reason to turnover. And these factors motivate an employee to leave the organization is discussed below:

The job or workplace was not as expected

This happen when an employee is faces the real job or the workplace. When an employee expectation and the real job or work place is not fit with the expectation this problems happen. Most of the time this kind of problem arises when an employee is not given enough

information about at the hiring process. When the organization or the managers hire in hurry they don't take enough time to give a clear and realistic preview of the job (Leigh Branham).

Mismatch between job and person

Organizations should make sure that they are getting the right person for the right job. If the employee is picked only to fil the gap that the company is in shortage first, it doesn't solve the problem for the long run second, it reduce the employer motivation and finally the turnover rate of these kinds of employee will be high and this affect the company badly. (Leigh B).

Too little coaching and feedback

After the new recruit joins the organization coaching is an essential part to easily attach the employee with organization. But unfortunately most of companies they left alone their new recruits without assigning the coach. In addition to that many organizations or managers give feedback ones or twice a year at performance appraisal time. To use the new recruits effectively and efficiently assigning coach and continuous feedback is essential (Leigh B).

Low or few growth and career development opportunity

The company should provide the opportunity of growth and career development because it is one of the factors that play major role in employee motivation. Employees need to grow as the company grow otherwise they will search an alternative that will give them an opportunity for growth and advancement (Leigh B).

Workers feel devaluated and unrecognized

According to Leigh B, unfair payment for similar work, not being acknowledged for a job that is performed well, treated with disrespect, not given the right resources, and having to work in an unacceptable or difficult physical work environment than others are the reasons that the workers feels devalued. Sometimes managers are not able to recognize their employees for good performance. When employees recognized by their managers and appreciated or thanked for their performance they feel good, important and respected.

Stress due to overwork

Work load has to be balanced from one employee to the other. If an employee received different type of work from others continuously his or her intention to leave the organization is high (Leigh B).

Loss of trust and confidence in senior leaders

If an employee doesn't have trust in their senior leaders, they basically have no foundation for becoming an employer of choice (Leigh B).

2.1.4 Strategies for minimizing employee turnover intention

Armstrong M, 2014, suggests the possible actions to be taken to prevent high turnover and to retain employees:

- ✓ Design jobs to maximize skill variety, autonomy, task significance, control over work and feedback, and make sure that they provide opportunities for learning and growth.
- ✓ Ensure that policies for controlling harassment and bullying are in place and are applied
- ✓ Ensure that there is pleasant working condition
- ✓ Try to improve work –life balance by developing policies, including flexible working, that recognize the needs of employees outside organization.
- ✓ Develop social interaction among employees
- ✓ Fairness with regards to payment and equality

To retain employees for the long run an organization has to consider employees as a partner, invest on them, encourage employees to express and innovate, recognize their contribution and sees the employees as an asset. Employers who consider employees in their decision making process it will have the better chance of retaining the employees, in this kind of situation the employee stay not only for today but also for the future (Reitman A, 2007).

If an organization wants to retain the talented employee from the beginning the company has to attract the best personnel to fill today's job position. It is not an easy task to attract talented and best employees because of the competition; it is getting harder and harder. Even if it is possible to attract these employees keeping them also will be challenging (Garber P, 2008).

The possible solutions to keep and retain the employees are: identify the competencies the organization want to see in new personnel, more assistance, not putting pressure, clarifying

precisely what is expected from the employee, engage the with the organizations job, policies goals…etc., encourage the existing managers and employee to encourage the new comers, provide on the job and off the job training, listen what new employee want to say, make new comers feel like family and they are important.

Money is the major factor to retain employees; money includes salary, noncash awards, incentives and benefits. In addition to that career is the other issue that would be the reason for staying or leaving. Career development includes development planning, availability if feedback, training and opportunity for changing jobs within the organization. The other thing is that the organizations working environment; policies, procedures, supervisors and managements has to be flexible for the employees (Dibble S, 1999).

Retention starts with recruitment, job description, selection and orientation: retention begins before the employee or the new hired personnel fill the vacant place (Dibble S, 1999). If the job description does not define the new applicant we do not recruit them, if our selection is not based on specific recruitment process we will not have the right person for the job, if orientation is not go a planned the employee will not achieved to the organization goal (Dibble S, 1999).

According to Armstrong M, 2006, there are action plans given for the employee shortage problem (high turnover) and these are:

Philip and David, 2013, mentioned some of the methods to reduce the employee turnover and these are:-

➢ Hiring the right people at the right time, for the right job and at the right time.
➢ During the recruitment process present the realistic picture of the job that will help the new candidate to have clear information about the job.
➢ Encouraging referral from the current employees
➢ Ensure clear communication and socialization
➢ Provide training and development that will give an opportunity for the employee to career development.
➢ Fair payment; majority of the employee do the job because they want payment in return, these payment help them to survive in life. Companies should also use criteria for payment like education, experience, performance and geography.
➢ Prepare, develop and evaluate direct supervisors: employee sometimes they leave their boss because they don't want to work with them.
➢ Increase employee engagement; engage employee with the organizational situations will increase employee's attachment with the organization.

- ➢ Support and recognize employees; recognition and support motivates employees.
- ➢ Providing objectives that is measurable, attainable, specific, time bounded and real.
- ➢ Assess the real impact of turnover in the organizations
- ➢ Understand what really drives turnover decisions and what leads employees to stay
- ➢ Collect and analyze turnover-relevant data and interpret the result through the lens of organizational context
- ➢ Implement retention tools for improved recruitment, selection, on-boarding, training and development, rewards, leadership, and engagement.

In addition to the above discussed retention strategies to keep the employee at the organization to gain their loyalty managers or leaders play the greater role. So what the manager is doing is matter a lot. The organization need to ensure that the manager has the required skills and capabilities to manage the available people. So the organization should make sure that the manager has: a leadership skill, motivating skill, ability to enhance employee engagement, to organize the employee, team building, delegating, helping and supporting behavior, good reward system, handling of conflict and decision making skill (Armstrong M, 2013).

2.1.5 Turnover is indicator of workplace quality

The organization or workplace that meets employees' needs for safety, challenge, belonging, support and guidance are likely to retain large number of employee. A kind of work place or organization those have missing these key elements likely to experience higher turnover. Generally, employee turnover is an indicator of a quality work place if the turnover is low that means the workforce is stable and is likely indicative of supervisors and manages doing many things right. (Maclean, 2001).

2.1.6 Demand and supply of human resource

Demand and supply analyses conduct to know whether there are any deficits or surplus. If there are high turnover there will be shortage of employee. And these provide the basis for new recruitment and retention plan. Computerized planning models can be used for this issue. By doing these the organization can satisfy its employee requirement. Also these analyses determine which action needs to be taken if the forecast shows the possibility of a human resource deficit or surplus (Armstrong M, 2006).

2.1.7 Employee retention and Competitive advantage

Competitive advantage can be gain through retaining the valued employees. Retaining the talents (that is their knowledge, skills, abilities, experiences, relationships, attitudes, and motivations) associated with individuals within the organization can lead to creates a sustainable competitive advantage and can lead to improve organizational performance (Philip and David).

2.1.8 How high turnover affect everyone

The shortage of qualified employees concerned managers about the quality if the service and also it increased the risk to customers and employee. Cost of the organization is also affected by: the rising of the recruitment process, basic training cost, cost of productivity, and sick leave taken by over-worked remaining employees. Managers will spend huge amount of time recruiting, orienting and training newly hired employees. Many supervisors forced to fil the front line desk to give service for the customer when vacant positions are not filled promptly. They will fail to give guidance and support for the employees, even some supervisors are reluctant t deal with an employee's performance because they fear the employee will resign because of the critical feedback (Maclean, 2001).

Employees either Full time or part-times are expected to work more overtime, undesired shift on nights or weekends and often in jobs, programs or departments with which they are not familiar. In addition to that customers are affected badly, they may experience lack of service consistency, communication problem, lack of employee morale and the mistake made by the newly hired employees (Maclean, 2001).

2.2 Empirical literature
2.2.1 Studies from other countries
Chen Y, and Lai C, (2017) conducted a research on factors affecting retention of crew in Taiwan. The researcher employed the qualitative approach to collect the needed data. The method in this study combined a brief survey and semi-structured interview. Based on the participants' responses, diverse factors would affect employee retention, including job content, nature of work, time flexibility, additional value (travel), job satisfaction, salary, benefit, promotion, colleagues, location, brand identification, personality-job fit, passion,

self-actualization, family factor, and the sense of achievement. Among the factors salary is the most effective factor.

Banerjee A, (2019) did a research on failure of employee retention and its consequence on organization through content analysis. The methodology used for this study is using both primary and secondary sources through various literature, papers, articles available on internet, company editorials of recent times. The quantitative study conducted through questionnaires was circulated amongst regular employees of 30. The reasons for the retention failures are job security, developmental opportunities, peer relations and the most important one is also performance appraisal system. Based on the research these factors are the elements of lack of job engagement and failure in man power planning.

Hosain S, (2016) did a research on the title of impact of best HRM practices on retaining the best employees: A study on selected Bangladeshi firms. The research was carried out with a sample size of 252 non-managers and 62 top level managers of 23 public and private corporate firms in Bangladesh. Data have been collected through a detailed structured questionnaire from the respondents. Judgment sampling method has been used to recruit the respondents. The implication of this study suggests that there is no single or couple reasons that are liable for employee retention. Rather, the reasons are diversified and they sharply differ from person to person, company to company and even, culture to culture.

Mayabih F, (2014) conducted a research on the factors leading to high employee turnover a case of first community bank. Descriptive research design was used to explain the relationship among leadership, technology, work role, work load and how they influenced employee turnover in organizations. Stratified sampling was used this ensured that the sample size included all employees in the different strata this include; top level managers, middle level, lower level managers and all the departments. The data was collected using structured questionnaires that had both open ended and close ended questions and the findings analyzed using SPSS and spreadsheets. The sample size of 85 was considered representative as it represents 50% of the total population. The researcher concluded that the reasons to leave or to stay are organizational commitment, person-organization fit, job satisfaction, and work stress.

Kampitak T, and Yoopetch C, (2018) conducted a research on title of the Study of Employee Retention in Thailand's Airlines Industry. The sampling size of population is 420 employees out of 8,053 employees in the total numbers of the population in two major airlines based on

Thai Airways International Public Co. ltd annual report (2016) and Bangkok Airways Public Co. ltd annual report (2016) the study was used both qualitative and quantitative that used survey questionnaire and in-depth interviews for primary data with human resource representatives while secondary data collection was conducted by distributing questionnaires to crewmembers in the selected airlines. The research's results revealed various important factors that had a certain level of influence on employee retention; such as job satisfaction, organizational culture, pay and benefits and retention strategies.

Nawaz N, and Ahmed M, (2015) conducted a research on the impact of organizational commitment on employee turnover: A case study of Pakistan International Airlines. From the total of 18329 population 390 employee were taken for sample. The research design adopted for this study was quantitative research design in which a survey is conducted with the help of questionnaire in order to collect the required information. To reduce the turnover intention an organization must have highly committed employees. Higher the commitment, lower will be the turnover intention. Lower the turnover intention, lower would be the cost of hiring, training and development of employees.

2.2.2 Studies from Ethiopia

Belete, A, (2018) conducted a research on title Turnover Intention Influencing Factors of Employees: An Empirical Work Review. The finding concluded that there are ten factors that could be the factor for the employee to leave the organizations and these are job satisfaction, job stress, organizational culture, organizational commitment, salary, organizational justice, promotional opportunity, demographic variables, leadership styles, and Organizational Climate. These factors are not the only factors but based on this research these are the major ones for employee turnover intention.

Samrawit F, (2017) conducted a research on the title of factor affecting employee turnover intention in the case of Ethiopian airlines. From the total population of 1177 from two departments 150 employees taken as a sample. Data analysis is carried out using the Statistical Package for Social Science (SPSS) version 23. Primary and secondary data collected. The methods of statistical analysis include descriptive statistics, factor analysis and reliability analysis and correlation analysis.

2.2.3 Research gap

Therefore, based on the empirical review given above many researchers conducted a research related with the concept of turnover and turnover intention. Each researcher comes up with their findings. They use different methodology, sample size and organization. No researcher conducted a research on the terminal employees so this study will assess the employee's turnover intention and related reasons at Ethiopian airlines terminal.

2.3 Conceptual framework

Independent variables   dependent variables

Figure 2.1 Conceptual framework

Factors affecting employee

Turnover intention

 ➢ Organizational commitment
 ➢ Job satisfaction
 ➢ Motivation
 ➢ Compensation and benefits

Employee turnover intention
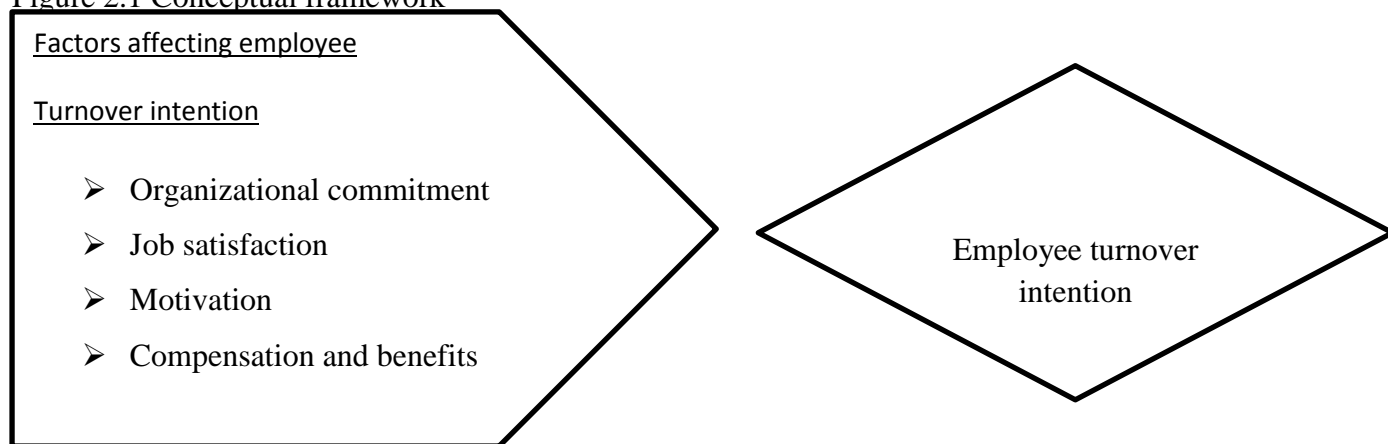
Source: Developed by the researcher (2020)

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

When we say research design and methodology, it means that the strategic decision applied in designing and conducting the research. This chapter discusses the research methodology that is used for the process of data collection, analyses and presentation. It includes the research design, approach, population, sample size, sampling technique, source of data and data collection methods. This chapter also discussed about procedures of data Collection, methods of data analysis, reliability and validity of measures and ethical considerations discussed accordingly.

3.1 Research design and approach

3.1.1 Research Design

Research designs are defined as the plan and structure of investigation so conceived as to obtain answers to research questions. Research designs are plans and the procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis (Creswell, 2014). This research uses descriptive and explanatory research design. Descriptive research attempts to define or describe a subject often by creating a profile of a group of problems, peoples or events through the collection of data. Descriptive design helps to describe the actual situation and it reveals who, what, where, when and how much of the phenomena. While explanatory studies are common in the initial stages to gain a better understanding of the problem with in-depth investigation by breaking down a broad problem into smaller and well-defined sub-problems (Kothari, 2004). These designs have been chosen for this study because the study described the work related factors of the employee turnover intention and thus determines the factors that influence employee turnover intention. Descriptive and explanatory research design chosen because our aim is to define the major work related factors for employee turnover intention. These two research designs used because the basic research questions is to describe and explain about the factors that influence employee turnover intention at the terminal employees.

3.1.2 Research approach

The selection of research approach depends on the philosophical worldview, research problem or issue being addressed and procedures of inquiry the researcher employs in the study (Creswell, 2014). Quantitative research is a means for testing objective theories by examining the relationship among variables (Creswell, 2014). On the other hand, qualitative research approach is a means for exploring and understanding the meaning individuals or groups ascribe to a social or human problem with intent of developing a theory or pattern inductively (Creswell, 2014). Finally, mixed methods approach is an approach in which the researchers emphasize the research problem and use all approaches available to understand the problem (Creswell, 2014). The research used mixed research approach that is both qualitative and quantitative research approach. Mixed research approach involves collecting, analyzing and interpreting quantitative and qualitative data in a single study. The researcher used mixed approach for better outcome and understanding. Qualitative approaches were used for interview data and for questionnaire quantitative approach used.

3.2 Population, sample size and sampling technique

3.2.1 Population

The population of this research includes all the employees working at the terminal work unit of Ethiopian Airlines. The study included all employees who found in the terminal which means check in counter, arrival and transit office, boarding gate agents, customer service desk and baggage service employees. And the total number of the population for this study is 627 airport employees.

3.2.2 Sample size

To determine the sample size and representative of the target population, the researcher used statistical instrument formula developed by Yamane, T. According to Yamane, T 1967), a research with high population size needs to use the formula:

$$n=N/1+N (e) 2 \text{ where } n=\text{sample size}$$

$$N=\text{population size} =627$$

$$e=\text{precession rate;}$$

Based on the formula the sample size of the study is computed indicated below:

Where e = 1-n

e =1-90%

= 0.1

n=N/1+N (e) 2

=627/1+627(0.1)2

=86.244

=86 sample size

From the total population of 627 employees, the sample for this research is 86 terminal employees.

3.2.3 Sampling technique

Sampling technique is defined as the process by which the entities of the sample have been selected. To give all members of population an equal chance of being selected, this study used probability sampling design. From the type of probability sampling design, the researcher used simple random sampling. One of the methods of simple random sampling is lottery method. After the numbers of all sample members are well mixed the researcher randomly picks numbers, with each number corresponding to a subject, in order to create the sample. Simple random sampling is used when the population is relatively homogeneous and each member has equal chance of being selected (Kothari, 2004). Simple random sampling technique was used because the terminal employees are relatively homogeneous.

3.3 Source of data and data collection methods

While deciding about the source of data and the data collection methods the researcher considered both the primary and secondary source and data. The primary data are those which are collected for the first time. The secondary data, on the other hand, are those which have been collected by someone else for the purpose of different reasons (Kothari, 2004). The primary data were obtained from the respondents through distribution of questionnaire and administering interview sessions. The researcher used questionnaire because the format is familiar to most respondents and also it is quick and efficient way of obtaining large number of data with in short period of time. On the other hand, for better understanding and to collect

in depth information interview method was used. The secondary data were obtained from books, journals and articles, previous researches and company annual reports and files. The purpose of collecting the primary data is it will give the actual reasons why employees have the intentions to leave the organization. The secondary data, on the other hand, it gives detailed and empirical literature about the work related reasons for employee turnover intention.

3.4 Procedures of data Collection

A letter of introduction was attached to each questionnaire and interview question that explains about the purpose of the study. The questionnaires were administered to the employees during working hours. And the questionnaire administered personally which means to distribute and collect the questionnaire hand delivery method was used. On the other hand, the interview also conducted and addresses three department managers. To collect the secondary data previous researches, journals, company files, fact sheets and company portal page were used.

3.5 Methods of data Analysis

To analyzed the data descriptive statistics, Pearson correlation, multiple linear regression and thematic analyses used. The responses of the questionnaire filled by the employees analyzed by using SPSS version 20 and interpreted through descriptive statistics, In addition to that inferential analyses were used to analyze and interpret the sample data by running though SPSS (statistical package for social science) which are Pearson Correlations Coefficient and Multiple Linear Regression Analysis. SPSS is a widely used program for statistical analysis in social science. Using SPSS make the presentation easy and precise. The secondary data and the data collected from interview analyzed by using thematic analysis. Details of each of the methods presented as the following.

Descriptive analysis is a method used to analyze the data which help to describe, help or summarize the data in a meaningful way. Descriptive statistic describe what the data shows. Percentage, mean and standard deviation were used by tabular form after that explanations were presented.

Correlation analysis deals with the association between two or more variables. If two variables vary in such a way that movement in one are accompanied by movement in other, these variables are correlated. Correlation analysis indicates the degree of relationship

between variables (Sharma, A 2005). The technique used in measuring the closeness of the relationship between variables is called correlation analysis. To measure the association between variables correlation table was used and discussed.

The regression model is a statistical procedure that allows a researcher to estimate the linear or straight line, relationship that relates two or more variables. The independent variable may be regarded as causing changes in the dependent variable, or the independent variable may occur prior in time to the dependent variable. Regression model predict an outcome variable from a predictor variable (Field, A 2013). Regression analysis is used to discuss and express the effect of the whole factors in one equation. Assumptions of normality, linear relationships, homoscedasticity, independence of errors and multicollinearity are analyzed using SPSS to find out all the necessary relationships between employee turnover intention (dependent variable) and the work related factors (independent variables), model summary of regression results and ANOVA are used.

Thematic analysis was used to analyze qualitative data from interview. Thematic analysis is one of the most common forms of analysis in qualitative research. It emphasizes identifying, analyzing and interpreting patterns of meaning within qualitative data especially in interview. (Kothari C, 2014). Each manager response gained from the interview collected together and the ideas occur again and again were removed. And finally, after reviewing their responses the discussion has been made.

3.6 Reliability and validity of measures

3.6.1 Reliability

To ensure internal consistency among the items included in each of the scales, Cronbach's coefficient alpha is estimated. Higher alpha coefficients indicate higher scale reliability. Based on the below tables we can say that the questionnaires used to measure the employee turnover intention is reliable. And the average Cronbach's alpha value is .781 which is acceptable.

The below table 3.1 shows the coefficient of Cronbach's alpha and reliability level.

Coefficient of Cronbach's Alpha	Reliability level
More than 0.90	Excellent
0.80 – 0.89	Good
0.70 – 0.79	Acceptable
0.60 – 0.69	Questionable
0.50 – 0.59	Poor
Less than 0.59	Unacceptable

Source: George and Mallery 2003

Table 3.2 Cronbach's alpha value results

Construct	Items	N	Cronbach's alpha value	Internal consistency
Organizational commitment	7	30	.870	Good
Job satisfaction	7	30	.756	Acceptable
Motivation	7	30	.783	Acceptable
Compensation and benefits	5	30	.786	Acceptable
Turnover intention	3	30	.714	Acceptable
Grand mean			.781	Acceptable

Source: developed by the researcher 2020

The above table 3.2 shows that there is "acceptable" and "good" internal consistency. And the study has the sum of the independent variables average Cronbach's alpha value of (α = 0.781) and the reliability test of the study is located on "acceptable" range.

3.6.2 Validity

Primarily, the data collection tool was developed in alignment with the facts in the literature compiled to address the basic research questions. The validity of the instrument was then checked by the professionals, whether it measures what it is planned to measure. The comments of the professionals were well taken and incorporated in the data collection instrument. Then, based on the approval obtained from the advisor, the questionnaire was considered as valid data collection tool and used to collect the data required for the study.

3.7 Ethical consideration

Before the research was conducted, the researcher informed the participants of the research about the objectives of the study. In general, ethical issues in seeking consent, avoiding deception, maintaining confidentiality, respecting the privacy, and protecting the anonymity of all respondents were considered. Ethics in research condemns conducting a research without the consensus of the respondents on the above listed issues.

On the other hand, to avoid plagiarism, efforts have been made to paraphrase the ideas and facts taken from different sources and acknowledge sources consulted.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.0 Introduction

This Chapter discusses the results and findings on employee turnover intention and work related factors in the case of Ethiopian airlines terminal employees. The chapter presents and explains the statistical analysis carried out by the researcher. Descriptive analysis, correlation and multiple linear regression analysis are processed and presented with the help of statistical package for social sciences (SPSS) software. In addition, information obtained through the administration of interview and secondary data are discussed at length.

In summary, the chapter presents the response rate of the questionnaires distributed, the demographic profile of the study participants and the data collected for the study through the data collection tools used.

Table 4.1 Response rate

Method	Distributed	Returned	Response rate
Hand delivered	86	86	100%
Total	86	86	100%

Source: Developed by the researcher (2020)

As presented in the above table 4.1 to collect and distribute the questionnaires hand delivery method was used. 86 questionnaires were distributed with 100% return or response rate.

4.1 Demographic profile of the respondents

The demographic profile of the respondents which is age, gender, age, educational qualification and work experience discussed under.

Table 4.2 under presents the demographic profile of the employees who participated in the study.

Gender distribution	Frequency	Percent
Male	45	52.3
Female	41	47.7
Total	86	100.0

Source: from SPSS computed survey data, 2020

The above table 4.2 shows that, the gender distribution of the research. 52.3 % of the respondents were male and 47.7 % of the respondents were females. We can understand that the proportional allocation is almost balanced and also the airline recruitment system is good in this regard, it balanced the gender difference.

Table 4.3 Age distribution of the respondents

Age distribution	Frequency	Percent
20-30 years	51	59.3
31-40 years	27	31.4
41-50 years	8	9.3
Above 51 years	0	0
Total	86	100

Source: from SPSS computed survey data, 2020

The above table 4.3 also portrays that, the age of the airport terminal employees. From the participants more than half of the respondents 59.3% were between the age of 20 and 30 years, 31.4 % were between the age of 31 and 40, and only 9.3 % were between the age of 41 and 50. This implies that most of the airport employees are young and their age is between 20-30 years. The working environment and the technological advancement changing from time to time and to pop up with these kinds of changes young employees are preferable.

Table 4.4 Academic qualification of the respondents

Academic qualification	Frequency	Percent
High school	7	8.1
Diploma	14	16.3
Degree	57	66.3
Post graduate degrees	8	9.3
Total	86	100.0

Source: from SPSS computed survey data, 2020

One of the demographic characteristics was academic qualification and 8.1 % of them were high school, 16.3 % were diploma holders, 66.3 were degree graduates, and the remaining 9.3 % were post graduates. Based on table 4.4 we can understand that from the total respondents most of (66.3) the employees were degree holders and next to that (16.3%) the employees were diploma holder. Before 4-5 years ago the airline doesn't require any college or university degree or diploma but after that the system has been changed and educational level is one of the basic requirements for recruitment at this time, which is why the number of degree holders is higher.

Table 4.5 Experience of employee of the respondents

Experience of employee	Frequency	Percent
Less than 1 year	7	8.1
1-5 years	39	45.3
6-10 years	36	41.9
More than 10 years	4	4.7
Total	86	100.0

Source: from SPSS computed survey data, 2020

The above table 4.5 also shows the work experience of the employees. The result shows that the majority of the respondents work experience is between 1-10 years, which means 45.3% were 1-5 years of work experience and 41.9% were 6-10 years of work experience. From the respondents only 4.7% were above 10 years work experience and the remaining 8.1% respondents work experience were less than 1 year. The passenger demand is increase and on the other hand, the operation of the airline is also increase from time to time because of that

the recruitment also increase that's why most of the employees work experience is in between 1-10 years.

4.2 Descriptive analysis

The mean, standard deviation and percentage of the respondents is discussed below.

Table 4.6 Mean, standard deviation and percentage of turnover intention

Statement	Strongly disagree	Disagree	Partially agree	Agree	Strongly agree	Mean	Standard deviation
1-I often think about leaving my job	0%	0%	25.6%	47.7%	26.7%	4.01	.728
2-I will probably look for a new job in the coming year	22.1%	25.6%	33.7%	14.0%	4.7%	2.53	1.124
3-As soon as possible, I will leave the organization	7.0%	12.8%	45.3%	17.4%	17.4%	3.26	1.108

Source: from SPSS computed survey data, 2020

The above table 4.6 shows that 74.4% of the participant often think about leaving the job, 25.6% of the participant partially think of leaving the job but none of the respondents disagree with the above question, these answer indicates that more than half of the participant often think of leaving the job which shows turnover intention is high; the second question was "I will probably look for a new job in the coming year?" 18.7% of the participant agree with this question, 47.7% of the participant will not probably look for a new job in the coming year and 33.7% of the respondents partially agree; which indicate the participant may probably look for a job or not they are neutral, overall the results indicates that the highest number of the participant disagree to leave the job for the coming year. The third question was "As soon as possible, I will leave the organization?" 34.8% of them are agreed with the question, 45% of the respondent partially agreed with the question and the remaining 19.8% of the participant not agree with this question. The average of the mean value for the turnover intention is 3.26 which indicate there is turnover intention in the organization (because the mean value is more than three it shows that the respondent strongly agree or agree).

Table 4.7 Mean, standard deviation and percentage of organizational commitment

Statement	Strongly disagree	disagree	Partially agree	Agree	Strongly agree	Mean	Standard deviation
4- I would be very happy to spend the rest of my career with ET	51.2%	39.5%	5.8%	3.5%	0%	1.62	.754
5- I want to stay at ET because I really feel as if ET problems are my own	20.9%	45.3%	27.9%	5.8%	0%	2.19	.833
6- I would love to stay at ET because I do feel emotionally attached to the company	12.8%	46.5%	37.2%	3.5%	0%	2.31	.740
7- I want to stay at ET because I feel like I am part of the company	17.4%	41.9%	27.9%	8.1%	4.7%	2.41	1.022
8- I would love to stay at ET because I am proud to work for the company	8.1%	32.6%	44.2%	11.6%	3.5%	2.70	.908
9- I would love to stay at ET because ET has trust on me	47.7%	36%	10.5%	5.8%	0%	1.74	.870
10- To stay at ET I am willing to put in a great deal of effort beyond my expectation	15.1%	29.1%	37.2%	16.3%	2.3%	2.62	1.008

Source: from SPSS computed survey data, 2020

The above table 4.7 shows that the result of the participants which lean toward negatives response than positive; which indicate the respondents are more likely to disagree or strongly disagree with the concept of organizational commitment for example, for the question which stated " I would be very happy to spend the rest of my career with ET " more than 90% of the participant disagree and strongly disagree, which implies the respondents

were not happy to spend the rest of their career with ET. In addition to that more than half of the respondents doesn't consider the company problems as their own, they don't feel emotionally attached to the company, they don't consider that they are part of the company and they agree that the company doesn't have trust on them. The average mean value of the respondent is 2.22 which is less than which the participant responses indicated that they have negative or low attitude toward the organizational commitment which shows turnover intention is high because of organizational commitment.

Table 4.8 Mean, standard deviation and percentage of job satisfaction

Statement	Strongly disagree	disagree	Partially agree	Agree	Strongly agree	Mean	Standard deviation
11- I have an intention to leave ET because I am not satisfied with my current job	8.1%	19.8%	29.1%	36%	7%	3.14	1.076
12- I have a plan to leave ET because the working environment is not attractive	2.3%	19.8%	30.2%	25.6%	22.1%	3.45	1.113
13-I am not satisfied with the training offered for the advancement because of that I have a plan to leave ET	2.3%	14.0%	26.7%	33.7%	23.3%	3.62	1.065
14- I have an intention to leave ET because the job recognition, reward and appraisal system is not good	4.7%	7.0%	17.4%	39.5%	31.4%	3.86	1.086
15- I have an intention to leave ET because of the staffs I work with	9.3%	17.4%	27.9%	29.1%	16.3%	3.26	1.200
16- I have an intention to leave ET because the rules and procedures are not flexible	3.5%	15.1%	19.8%	27.9%	33.7%	3.73	1.182
17- I have an intention to leave ET because of the human resource and management issues	18.6%	11.6%	33.7%	36.0%	0%	3.87	1.104

Source: from SPSS computed survey data, 2020

The above table 4.8 shows that, most of the respondents agree and strongly agree for the job satisfaction question which means most of the respondent's job satisfaction is low. For example for the question which state " I have an intention to leave ET because the job recognition, reward and appraisal system is not good " have the percentage of 70.9% which shows more than half of the respondent answer agree and strongly agree which indicates the intention to leave ET is very high; similarly the mean value (3.56) also indicate positive result (agree or strongly agree), so from the above result the researcher can concluded that turnover intention is high because of job dissatisfaction and the standard deviation more alike equivalent to each other which indicate the responses of the participant are similar.

Table 4.9 Mean, standard deviation and percentage of motivation

Statement	Strongly disagree	Disagree	Partially agree	Agree	Strongly agree	Mean	Standard deviation
18- I would love to leave ET because the reality of the company is under my expectation	0%	11.6%	24.4%	40.7%	23.3%	3.76	.945
19- I would love to leave ET because the office layout and the availability of working tools are not motivating for work	1.2%	16.3%	38.4%	26.7%	17.4%	3.43	1.000
20- My workplace is not safe because of that I have an intention to leave the company	1.2%	15.1%	33.7%	34.9%	15.1%	3.48	.967
21-I have a plan to leave ET because I am not free to choose my own method of working	5.8%	10.5%	37.2%	23.3%	23.3%	3.48	1.135
22- I have a plan to leave ET because the recognition for doing good performance is rare	0%	12.8%	18.6%	32.6%	36.0%	3.92	1.031
23-I would love to leave ET because the stakeholders (Immigration, Security and customs) are not friendly and flexible	1.2%	23.3%	18.6%	31.4%	25.6%	3.57	1.143
24- I have a plan to leave ET because the work load is not equally distributed	4.7%	24.4%	43.3%	14.0%	14.0%	3.08	1.065

Source: from SPSS computed survey data, 2020

The above table 4.9 shows that the highest percentage of the result lean toward agree and strongly agree which indicate the willing to leave the organization because of motivational factors is also high. For example more than half (68.6%) of the participant agree in having plan to leave ET because the recognition for doing good job is rare. On the other hand, 57% of the respondents agree to leave ET because the stakeholders are not friendly and flexible. The overall result shows employees don't have the motivation to stay in ET in the long run. The sum mean value (3.53) of the respondent is greater than three point which indicate the participant responded positively (strongly agree or agree) meaning the respondents have motive to leave the organization. And the standard deviations more a like equivalent to each other which indicates the responses of the participant are similar.

Table 4.10 Mean, standard deviation and percentage of compensation and benefits

Statement	Strongly disagree	disagree	Partially agree	Agree	Strongly agree	Mean	Standard deviation
25- I have a plan to leave ET because I am not satisfied with my current salary	1.2%	9.3%	10.5%	29.1%	50.00%	4.17	1.031
26-I have a plan to leave ET because the annual leave and day offs offered by ET are not as per my choice	11.6%	30.2%	25.6%	19.8%	12.8%	2.92	1.220
27-I have a plan to leave ET because the career development is not good	1.2%	9.3%	20.9%	40.7%	27.9%	3.85	.976
28- I have a plan to leave ET because of the unfair performance measurement	2.3%	5.8%	16.3%	36.0%	39.5%	4.05	1.005
29- I have a plan to leave ET because of the medical insurance coverage provided by the company	17.4%	33.7%	27.9%	17.4%	3.5%	2.56	1.080

Source: from SPSS computed survey data, 2020

The above table 4.10 shows that the participant have low view toward compensation and benefit package except the annual leave and day offs choice and medical insurance coverage which shows 41.8 % and 51.1% of the participant disagree/strongly disagree respectively, which shows the idea to leave ET because of the annual leave and day offs choice and medical insurance coverage is low. But, for the other three factors more respondents agree and strongly agree to leave the organization because of these factors. The total average mean value is 3.51 which indicate compensation and benefit factors of the organization is one of the reason that increase the employee turnover intention and at last the standard deviation shows that the result is more alike which implies the respondent answer is similar

4.3 Inferential analysis

4.3.1 Correlation analysis

The main point of using Correlation matrix is to check if the independent variables are highly correlated or not. Correlation analysis enables us to understand the association between variables. When computing the matrix of Pearson's Bivariate Correlation among all independent variables the correlation coefficients need to be smaller than .08 the table below shows that independent variables are less correlated. A positive correlation between two variables implies that as one of the variables increases the other variable also tends to increase.

The outputs as canbe evidenced from the correlation matrix table 4.12 below, there is a positive and negative relationship in between the independent variables namely organizational commitment, job satisfaction, motivation and compensation and benefits with turnover intention. The values indicate that the relationships between independent variables;organizational commitment, job satisfaction, motivation and compensation and benefits do have weak negative relationship, weak positive relationship and moderate positive relationship with the dependent variables; turnover intention.

The below table 4.11 shows that the measures of association and descriptive adjectives between the predictor variables.

Table 4.11 measures of associations and descriptive adjectives

Measure of Association	Descriptive Adjective
> 0.00 to 0.20 ; < -0.00 to –0.20	Very weak or very low
> 0.20 to 0.40; < -0.20 to –0.40	Weak or low
> 0.40 to 0.60; < -0.40 to –0.60	Moderate
> 0.60 to 0.80; < -0.60 to –0.80	Strong or high
> 0.80 to 1.0; < -0.80 to –1.0	Very high or very strong

Source: (MacEachron, 1982),

Table 4.12 Correlation matrix between variables

Correlations

		Organizational commitment	Job satisfaction	Motivation	Compensation and benefits	Turnover intention
Organizational commitment	Pearson Correlation	1	-.484**	-.491**	-.402**	-.359**
	Sig. (2-tailed)		.000	.000	.000	.001
	N	86	86	86	86	86
Job satisfaction	Pearson Correlation	-.484**	1	.605**	.258*	.226*
	Sig. (2-tailed)	.000		.000	.016	.037
	N	86	86	86	86	86
Motivation	Pearson Correlation	-.491**	.605**	1	.105	.156
	Sig. (2-tailed)	.000	.000		.338	.153
	N	86	86	86	86	86
Compensation and benefits	Pearson Correlation	-.402**	.258*	.105	1	.452**
	Sig. (2-tailed)	.000	.016	.338		.000
	N	86	86	86	86	86
Turnover intention	Pearson Correlation	-.359**	.226*	.156	.452**	1
	Sig. (2-tailed)	.001	.037	.153	.000	
	N	86	86	86	86	86

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

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

The correlation result among variables shows that, organizational commitment and job satisfaction have negative moderate relationship (-.484), organizational commitment and motivation have negative moderate relationship (-.491), organizational commitment and compensation and benefits have negative moderate relationship (-.402), organizational

commitment have negative weak relationship with turnover intention (-.359). Job satisfaction and motivation have positive strong relationship (.605), job satisfaction and compensation and benefits have positive weak relationship (.258), job satisfaction have positive weak relationship with turnover intention (.226). Motivation and compensation and benefits have positive very weak relationship (.105), motivation and turnover intentions have positive very weak relationship (.156). Compensation and benefits have positive moderate relationship with turnover intention (.452).

Correlation is not causation that means there is a correlation between the dependent and independent variables. (Gallo A, 2015). We can say that the independent variables have association with the dependent variables but it's totally different thing to say that independent variables caused the turnover intention. The negative values doesn't indicate that the decrease in one of the variables affect the other variable negatively. Vice versa for the positive results also.

4.3.2 Regression analysis

Regression analysis is a way of sorting out which of those independent factors indeed have an impact on the dependent variables. It answers the questions like: which factors matter most? Which can we ignore? How do those factors interact with each other? And, finally, how certain are we about all of these factors? (Gallo A, 2015).

Linear multiple regressions used when there are more than one independent variable and one dependent variable. In this case the dependent variable is turnover intention and the independent variables are the work related factors that could be the reasons for the turnover intention and these are organizational commitment, job satisfaction, motivation and compensation and benefits.

Assumptions of regression analysis

Before proceeding to the regression analysis first we have make sure that the pre-conditions or the assumptions are fulfilled. And these assumptions are normality of the distribution, linearity of the relationship between the independent and dependent variables, homoscedasticity (equal variance), independence of errors and multicollinearity tests (Field A, 2013). Each test is explained below.

Assumption 1: normality of the distribution

Table 4.13 Descriptive Statistics

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Organizational commitment	86	.625	.260	.251	.514
Job satisfaction	86	-.372	.260	-.183	.514
Motivation	86	-.699	.260	-.331	.514
Compensation and benefit	86	-.620	.260	.267	.514
Turnover intention	86	.107	.260	-.709	.514
Valid N (listwise)	86				

Source: from SPSS computed survey data, 2020

The acceptable range of the normality of the distribution is in between (-1 to +1). The above table shows that the skewness and kurtosis test results of the data is within the acceptable range (-1.0 to +1.0) and it can be concluded that the data is normally distributed.

Assumption 2: linearity of the relationship

Linearity of the relationships between dependent and the independent variables is the second pre condition. As displayed in the below graph there are few variables out of the line but most of the variables are shows that there is linear relationship between the work related factors and turnover intention.

Figure 4.1 linearity of the relationship
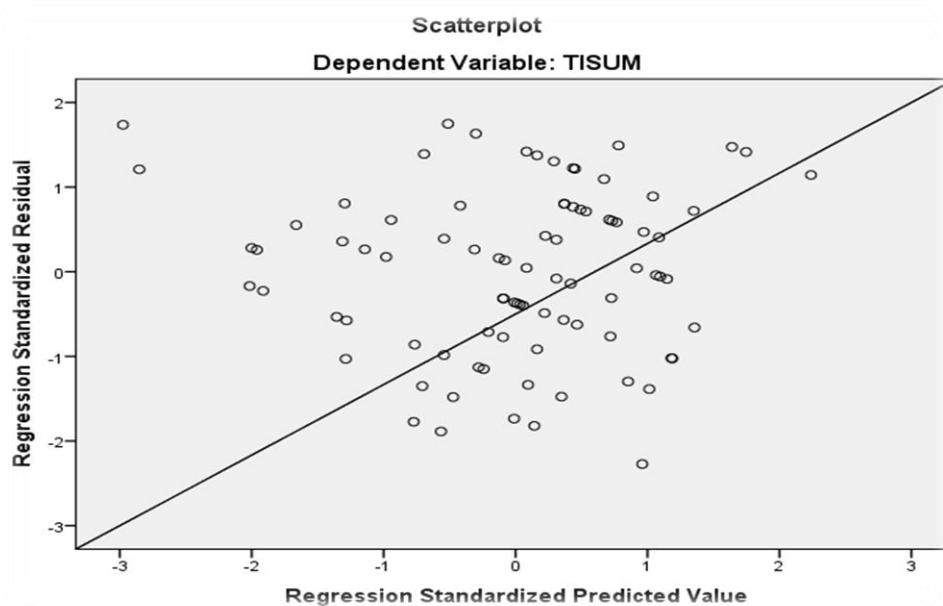
Source: from SPSS computed survey data, 2020

Assumption 3: homoscedasticity (equal variance)

Homoscedasticity or equal variance to exist, at each level of the predictor variables, the variance of the residual terms should be constant (Field, 2013). That means as we go through levels of one variable, the variance of the other is not changing. In the below table we see that the variances between the dependent variable; turnover intention and the independent variables; organizational commitment, job satisfaction, motivation and compensation and benefits are very minimal, because of that we can concluded that the assumption of homoscedasticity or equal variance was fulfilled for this particular study.

Figure 4.2 Homoscedasticity or equal variance
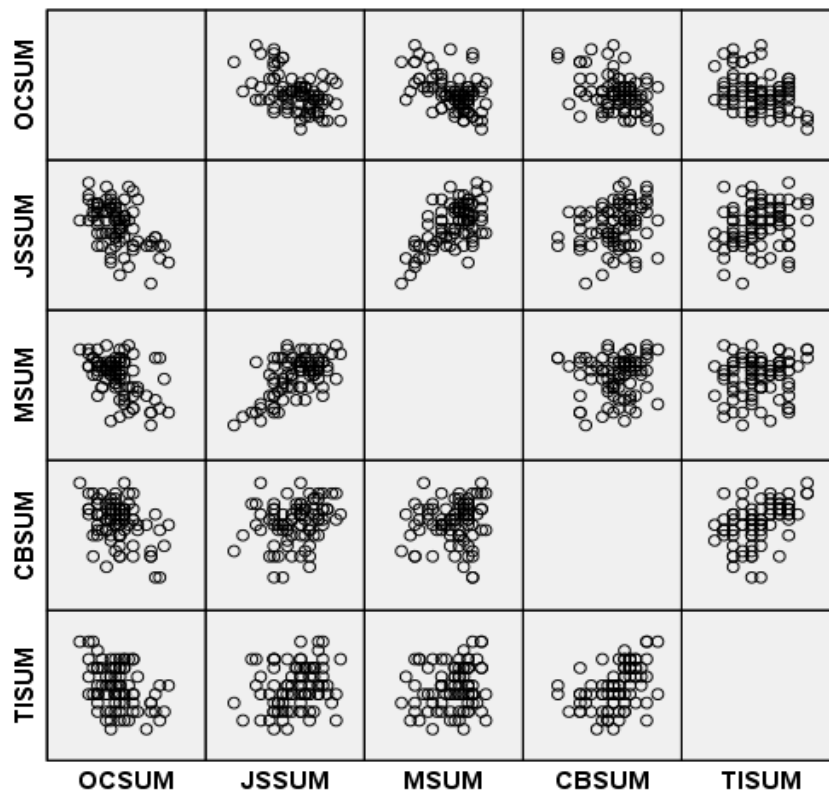
Source: from SPSS computed survey data, 2020

Assumption 4: independence of errors or residuals

To test the independence of errors or residuals the Durbin-Watson statistic is used. And the acceptable range is from 1.50 up to 2.50. The result of the Durbin-Watson test displayed below.

Table 4.14 Durbin-Watson

Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.493a	.243	.206	2.183	1.685

a. Predictors: (Constant), Organizational commitment, job satisfaction, motivation, compensation and benefits
b. Dependent Variable: turnover intention

Source: from SPSS computed survey data, 2020

The above table 4.14 indicates that the Durbin-Watson value is 1.685, assumption 4 also fulfilled because the Durbin-Watson value is in between from 1.50 to 2.50.

Assumption 5: Multicollinearity test the correlation among the variables should not exceed 0.80. The previous table 4.12 shows that the pair-wise correlation result and all of them are under the range of 0.80. If there is more than one predictor then there should be no perfect linear relationship between two or more of the predictors or the independent variables. So, based on the result of the study we can say that assumption 5 is fulfilled.

The assumptions of multiple regressions are met and the next step is processing and discussing the regression analysis. The analysis includes the model summary, the ANOVA and the beta coefficients.

4.3.2 Regression analysis discussion
Table 4.15: Model summary

Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.493a	.243	.206	2.183	1.685

a. Predictors: (Constant), organizational commitment, job satisfaction, motivation, compensation and benefits.

b. Dependent variable: turnover intention

Source: from SPSS computed survey data, 2020

Based on the Model Summary, it can be inferred that the independent variables that entered into the regression model, the R (0.493), which is correlation of the independent variables with the dependent variable, turnover intention. The next R square value is a measure of how much of the variability in the outcome is accounted for by the predictor. The independent variables explained the dependent variable by 24.3% (R square) and the remaining 75.7% is to be explained by other variables. So, based on the result the other variables (Uncovered by this study) have predicted the turnover intention by75.7%. This means that organizational commitment, job satisfaction, motivation and compensation and benefits predict turnover intention by 24.3%.

Table 4.16 ANOVA

ANOVAa

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	123.808	4	30.952	6.498	.000b
	Residual	385.831	81	4.763		
	Total	509.640	85			

a. Dependent Variable: Turnover intention

b. Predictors: (Constant), Organization commitment, Job satisfaction, Motivation, Compensation and benefits

Source: from SPSS computed survey data, 2020

From the above table 4.17 ANOVA test, it is noticed that F value is significant at (F=6.498), 0.05 (P <0.001) and it can be said that there is significant statistical relationship between turnover intention and the predictors; organizational commitment, job satisfaction, motivation and compensation and benefits.

4.4 Discussion

This research was conducted to find out the work related factors on employee turnover intention of Ethiopian airlines terminal employees. These factors include organizational commitment, job satisfaction, motivation and compensation and benefits. Related topics about the turnover intentions and the strategies to minimize the intentions also were included in the questionnaire.

Based on the descriptive analysis the total of 86 questionnaires was distributed with 100% return and response rate. More than half of the respondent's age range is between 20 – 30 years. Most of the respondent's academic qualification is degree. 87.2 % of the respondent's work experience is in between 1-10 years. 74.4% of the respondents often think about leaving the job. Based on the above descriptive presentation the major work related factors for employee turnover intentions based on this study are: the company trust is low on the employee, working environment is not attractive, the training is not satisfactory, the reward, recognition and appraisal system is not good, rules and regulations are not flexible, rare recognition, stakeholders are friendly, the salary is not satisfactory, the career development is slow and unfair performance measurement.

Based on the correlation result organizational commitment and turnover intention have significant negative weak relationship. In this study among from the four factors organizational commitment is the only factor to have a negative relationship with turnover intention. Samrawit (2017) in her research she point out that there is a negative relationship between organizational commitment and employee turnover intention. As Yamazakia and Petchdee (2015) point out that organizational commitment negatively influences turnover intention. Results of the correlation investigation indicated a significant negative association between these two variables. Wu point out that organizational commitment negatively related with employee turnover intention.

This study showed that there is a significant positive correlation between job satisfaction and turnover intention. Compared to other three factors their relationship is weak. Samrawit (2017) showed that there is a negative relationship between job satisfaction and turnover intention. Wu (2011) stated that job satisfaction was found to have a significant negative

association with turnover intention. Kar C, Siau L, See N, Huey T and Wen T (2013) results show that there is negative relationship between job satisfaction and turnover intention.

This study also showed that the relationship between motivation and turnover intention is significant positive. Compared to other their relationship is very weak. Hussain, J., Zahid, M., Ibrahim, M and Iqbal, M (2018) showed that there is a significant positive relationship between motivation and turnover intention.

There is a significant positive correlation between compensation and benefits and turnover intention. Samrawit (2017) stated that the relationship between compensation and benefit is significant negative.

Based on the regression analysis the independent variables explained the dependent variable by 24.3% (R square) and the remaining 75.7% is to be explained by other variables. So, based on the result the other variables (Uncovered by this study) have predicted the turnover intention by75.7%. This means that organizational commitment, job satisfaction, motivation and compensation and benefits predict turnover intention by 24.3%.

4.5 Secondary and qualitative data analysis

Ethiopian airlines is one of the biggest airline in Africa and competitive in the world airline industry. Because of the big demand in the industry the airline is expanding its operation in and out of the country. On the other hand, based on the expansion and to run the business the number of the employees also increases from time to time. The company recognized that to provide customer satisfaction, to be the chosen airline and generally to be successful in the airline industry the first thing to do is satisfy the inside customer which is the employees. Because employees are the one who run the operation and achieve the organization strategies. To satisfy the employees and to keep them satisfied and to retain them for the long run the company is using different kind of strategies. From the strategies that the company uses to retain its employee the major strategies are listed below.

Strategies to retain the employees are shift option, bonus, free ticket, Hajj operation, out station management position, career development, international training, best employee award, support letter, transport service, credit service, reshuffling and housing project, fast track promotion, medical coverage, language training and educational opportunity. For better

understanding each strategy are defined below (Ethiopian airlines portal service, employee benefit).

- ➢ Shift option: is practice designed to make use of, or provide service across, all 24 hours of the clock each day of the week (24/7). One of the common things in the airline industry is the operation is 24/7. So, at the terminal the working hour is 24/7. Because of that the company divided the day in to shifts to cover the 24 hours of operation and this shift system give an opportunity for the employees to work based on their interest.

- ➢ Bonus: - once a year the company gives bonus (money) for each employee based on the profit gain and the employee performance. Good performer will get good bonus and vice versa.

- ➢ Best employee award: - once a year the company gives best employee award for one employee from each department for good performer.

- ➢ Hajj operation: - Hajj is the pilgrimage to Mecca (Kabaa), which takes place in the last month of the year and which all Muslims are expected to make at least once during their lifetime if they can afford to do so. It is one of the Five Pillars of Islam. And at this time because of the large number of the passengers the airline will send more employees each year to Saudi Arabia to handle the operation smoothly.

- ➢ Free ticket allowance: - based on their experience or position employees will get free ticket allowance each year. Better position or higher experienced employees will have more number of free tickets than others. This allowance also considers family members.

- ➢ Out station or area management position: - this position is out of the country. And this is when employees are assigned to handle the operation outside the country.

- ➢ Career development: - is a process of developing one's career.

- ➢ International training: - before and after starting a job an employee will get international training. Ethiopian airlines aviation academy provides this training.

- ➢ Support letter: - provide a support letter for embassy, immigration or other organization to support the employee.

- ➢ Transport service: - free transport from home to work and from work to home.

- ➢ Credit service: - by agreeing with different company the airline will provide goods or service for the employees by credit payment. In addition to that, there is credit association to directly lend money.

- Reshuffling: - an employee will reshuffle or change from one department to other department.

- Housing project: - it is a project that will enable employees to get a house in easy way and affordable price.

- Fast track promotion: - is a quick way promotion than the normal promotional scheme and it is based on the point which is given to each employee during performance appraisal time. An employee who gains more than 4 points in 2 consecutive audit period of time, they will be able to get the fast track promotion opportunity.

- Medical coverage: - is a package of medical service to the employees.

- Language training: - the airline is providing different language training without payment.

- Educational opportunity: - is giving an educational or learning opportunity to the employee.

As mentioned in the above this study also used interview to get in depth information about the work related factors for employee turnover intention. Three department managers were involved in the interview process. Based on the interview specifically the extent of the implementation of the strategy that the company is using to retain its employee is discussed below.

The implementation of the strategies;

- Shift option: - most of the time it is based on the department team leader. If the team leader is wiling the employees will change from one shift to the other.

- Bonus: - each year bonus given but compared to the other companies the amount of money is too small. In addition to that the airline is getting high amount of profit so; the bonus is not encouraging that much.

- Beast employee award: - from each department every employee has a chance to be named as the best employee of the year and it is motivating for the employee because the winner will get a package of benefits like free ticket, free hotel reservation and other benefit packages. This strategy is implemented well so far.

- Hajj operation: - the person who is selected for this operation will get large amount of money. But the selection is not fair. There is no requirement for the selection. Partiality reflected in this regard.

- Free ticket allowance: - each employee has a free ticket allowance to fly wherever he/she wants (including family members) if he/she fulfilled the necessary documents for the flight. But the problem is that there is no seat reserved or seat confirmation in

the flight. If the flight is full or no seat available the employees will not fly because of the seat problem. Many employees are afraid to use this allowance because the chance to be offloaded from the flight is very high. Employees are not satisfied in this regard.

➢ Station or area management position: - in this regard the strategy is implemented well. Employees who work for the long period of time and who has good work experience and performance will assign for this position.

➢ Career development: - for career development the policy is not flexible and many employees career development is not going well because of the policies. There are online training, offline training, filling forms, contact human resource, online test, offline tests and they are not easily finished.

➢ The international training: - this training will be given most of the time but the company will not give or provide certificate of the accomplishment.

➢ Housing project: - the house project is not considered most of the employees and also it will take very long period of time to accomplish and provide it to the employees. Compared to other strategies this housing project plays the major role in employee turnover intention but its implementation is too low.

➢ The support letter, the transport service, and the credit services, Fast track promotion, medical coverage, language training, and educational opportunity are implemented well so far.

Generally, based on the descriptive analysis, the regression analysis and the interview analysis the major work related factors for employee turnover intention at the terminal employees are listed below;

➢ Compared to other international companies the salary is low

➢ Work overload and or unbalanced work assignment

➢ The company trust is low on the employee

➢ Unfair treatment or partiality

➢ Sometimes the working environment is unsafe

➢ The reward, recognition and appraisal system is not good

➢ Less employee benefit packages

➢ The rules and regulations are not flexible

➢ Working environment is not attractive

➢ The career development is not flexible

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter provides the summary of the major findings based on the previous chapters. After that, the chapter provides the conclusion part which the research questions are answered. This chapter also provides several recommendations for the airline management members that could be helpful. Finally, suggestions for future researchers have been discussed.

5.1 Summary

➢ The study is about the work related factors for employee turnover intention. The general objective of this study was to examine the work related factors for employee turnover intention in Ethiopia airlines terminal employees.

➢ To achieve the stated objectives the researcher used both primary and secondary data. The primary data collected through questionnaire and interview. On the other hand, secondary data collected from previous researches, journals, company reports, files and fact sheets.

➢ The total sample size was 86 and 86 questionnaires were distributed with 100% return rate. And based on the reliability test the average Cronbach's alpha value is 0.781 and it is acceptable.

➢ Based on the turnover analysis report the average turnover rate for the year 2013 – 2018 was 4.69%. And the descriptive analysis shows that the current employee turnover intention rate of the terminal employees is 74.4%.

➢ In addition, descriptive analysis shows us the major factors for employee turnover intentions and these are the company trust is low on the employee, working condition, the training is not satisfactory, the reward, recognition and appraisal system, rules and regulations are not flexible, rare recognition, stakeholders are not friendly, the salary is not satisfactory, the career development is slow and unfair performance measurement.

➢ Based on the correlation result among the four independent variables; organizational commitment, job satisfaction, motivation and compensation and benefits only organizational commitment has a negative relationship with the dependent variable; turnover intention the remaining three factors have positive correlation.

➢ Further, it is worth that the findings of this study reveal that the based on the regression analysis the independent variables explained the dependent variable by 24.3% (R square) and the remaining 75.7% is to be explained by other variables. So, based on the result the other variables (Uncovered by this study) have predicted the turnover intention by75.7%. This means that organizational commitment, job satisfaction, motivation and compensation and benefits predict turnover intention by 24.3%.

5.2 Conclusion

The study investigated the employee turnover intention and work related factors namely organizational commitment, job satisfaction, motivation and compensation and benefits at Ethiopian airlines terminal employees. And from the finding of this particular study the researcher concluded that:

The average turnover rate of the company for the past 5 years was 4.69%. From the descriptive analysis results we can say that from the total of the respondents more than half of them have an intention to leave the company and the turnover intention rate of the terminal employees is 74.4%.

The study revealed that, organizational commitment has a negative relationship between turnover intentions, whereas job satisfaction, motivation and compensation and benefits have positive relationship with turnover intention. And based on the regression analysis the independent variables explained the dependent variable by 24.3% (R square).

There are plenty of work related factors for employee turnover intention in general. Related literature review provides the overall work related factors for employee turnover intention. Based on the descriptive, regression and interview analysis results the work related factors for the Ethiopian airlines terminal employees intention are: low salary, work overload or unbalanced, unfair treatment, the reward and appraisal system is not good, less employee benefit package, the rules and regulations, rare recognitions, career development is not flexible and unattractive working environment.

The Airline is implementing different kinds of strategies to satisfy and retain them for the long run. And the major strategies are employees are shift option, bonus, free ticket, Hajj operation, out station management position, career development, international training, best employee award, support letter, transport service, credit service, reshuffling and housing project, fast track promotion, medical coverage, language training and educational opportunity.

The airline is using a different kind of strategies to minimize the employee turnover intention but based on the analysis we can understand that some of the strategies are implemented well and some of not.

5.3 Recommendation

The success of the Airline is based on the employee's performance, especially the terminal employees because they provide the service face to face. If the employees perform well the success of the Airline will be good and vice versa. Employees are one of the crucial things in the company. The Airline must ensure that their employees are highly satisfied and provided the necessary things. There are many strategies that will keep the employees satisfied and retain them for the long run and based on the analysis the researcher suggests the following recommendations to minimize the turnover intention of the terminal employees and these are discussed below: -

➢ Ethiopian Airline is one of the profitable Airline in the world and its profit is increase from time to time but, the salary given to the employee is not enough compared to other airlines. As an international company the payment system and other benefits package are not satisfactory because the payment for the similar job in other airline is very good.

➢ To give an employee award once a year is not enough. The reward and recognition for good performance has to be daily, weekly, monthly and yearly. By doing so the company will be able to know the high and lower performer employee also.

➢ The terminal employees are the important asset for the airline. So, the company management staffs have to be friendly and fair with employees.

➢ Comfort and suitable environment increase the efficiency and effectiveness of the employees. To do so the Airline has to improve the working condition.

➢ Most of the terminal employees are not using the free ticket allowance because of the seat problem. So, the airline has to come up with a solution for the seat problems.

- The airline should provide training certification after training accomplishment and make sure the reward, appraisal and recognition systems are suitable.

- Learning from other airline experience, for example other Airlines (not all airlines) enable the employees to give their ticket to any person.

- Most of the terminal employee's career development is not going well so the airline has to make sure that the career development process is flexible.

- At the current time most of the terminal employees are young so, the rules and the regulations of the company have to be flexible and suitable accordingly.

- The last but not the least, the airline has to make sure that the implementations of the strategies are implemented well continuously.

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APPENDICES

Appendix-1Questionnaire

St. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

MASTER OF BUSINESS ADMINISTRATION PROGRAM

<u>Dear respondent</u>,

The purpose of this questionnaire is to collect data from employees of Ethiopian airlines for conducting Masters of business administration (MBA) thesis on the title of "Employee turnover intention and work related factors in the case of Ethiopian airlines". Please be honest and objective while filling the questionnaire. The information you give is used only for academic purpose and will be kept confidential.Please be honest while giving the information.

Thank you, for your cooperation and timely response in advance

Thank you!!

Ibrahim Assefa

General Instructions

- Please answer all questions

- Please put this mark (√) for the questions.

Part I Demographic Information

1. Sex

Male ☐   Female ☐

2. Age

20-30 ☐   31-40 ☐   41-50 ☐   Above 51 ☐

3. Academic qualification

High school complete ☐   Diploma ☐   BA Degree ☐   Post graduate Degrees ☐

4. Years of experience

Less than 1 year ☐   1 – 5 Years ☐   6 – 10 Years ☐   More than 10 Years ☐

Part II General Information about the turnover intention and work related factors at the terminal employees.

Please indicate the level of agreement on the statements below.

Measurement items of the constructs	1= Strongly Disagree	2= Disagree	3= Partially agree	4=Agree	5= Strongly agree
Turnover intention					
1-I often think about leaving my job					
2-I will probably look for a new job in the coming year					
3-As soon as possible, I will leave the organization					
Organizational Commitment					
4- I would be very happy to spend the rest of my career with ET					
5-I want to stay at ET because I really feel as if ET problems are my own					
6-I would love to stay at ET because I do feel emotionally attached to the company					
7- I want to stay at ET because I feel like I am part of the company					
8- I would love to stay at ET because I am proud to work for the company					
9- I would love to stay at ET because ET has trust on me					

10- To stay at ET I am willing to put in a great deal of effort beyond my expectation					
Job Satisfaction					
11- I have an intention to leave ET because I am not satisfied with my current job					
12- I have a plan to leave ET because the working environment is not attractive					
13-I am not satisfied with the training offered for the advancement because of that I have a plan to leave ET					
14- I have an intention to leave ET because the job recognition, reward and appraisal system is not good					
15- I have an intention to leave ET because of the staffs I work with					
16- I have an intention to leave ET because the rules and procedures are not flexible					
17- I have an intention to leave ET because of the human resource and management issues					
Motivation					
18- I would love to leave ET because the reality of the company is under my expectation					
19- I would love to leave ET because the office layout and the availability of working tools are not motivating for work					
20- My workplace is not safe because of that I have an intention to leave the company					
21-I have a plan to leave ET because I am not free to choose my own method of working					
22- I have a plan to leave ET because the recognition for doing good performance is rare					
23-I would love to leave ET because the stakeholders (Immigration, Security and customs) are not friendly and flexible					
24- I have a plan to leave ET because the work load is not equally distributed					
Compensation and Benefits					
25- I have a plan to leave ET because I					

am not satisfied with my current salary					
26-I have a plan to leave ET because the 5annual leave and day offs offered by ET are not as per my choice					66
27-I have a plan to leave ET because the career development is not good					
28- I have a plan to leave ET because of the unfair performance measurement					
29- I have a plan to leave ET because of the medical insurance coverage provided by the company					

Appendix-2 Interview questions

These interview questions are designed to assess the employee turnover intention and work related factors at Ethiopian airlines. The information gathered will be used for academic purpose. I therefore, would like to assure you that the data collected will not be misused in anyway. Please be honest while giving the information.

1. According to your opinion, what is or are the major work related factors that will increase theemployees turnover intention?

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    …………………………………………………………………………………………………
    …………………………………………………………………………………………………
    ……………..

2. What are the major strategies ET uses to minimize the turnover intention?

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    …………………………………………………………………………………………………
    …………………………………………………………………………………………………
    ………………

3. To what extent these strategies are implemented?

    …………………………………………………………………………………………………
    …………………………………………………………………………………………………
    …………………………………………………………………………………………………
    ………………

4. According to your opinion, what measures should ET take to retain its employees or to reduce the turnover intention?

    …………………………………………………………………………………………………
    …………………………………………………………………………………………………
    …………………………………………………………………………………………………
    ………………

THANK YOU ALL!!!