



ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

**FACTORS INFLUENCING EMPLOYEE TURNOVER INTENTION
IN MOHA SOFT DRINKS INDUSTRY SHARE COMPANY**

**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SCHOOL OF
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Declaration

I, Melkam Almaw, declare that this thesis is my own work and effort and it has not been submitted anywhere for award. Where other sources of information have been used, they have been duly acknowledged. i have produced it independently except for the guidance and suggestion of my research advisor and internal examiner. it produced for partial fulfillment of the requirements for the degree master of art in business administration.

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LIST OF ABBREVIATION

MOHA-----Moha Soft Drinks Industry

SPSS: -----Statistical Packages for Social Science

VIF: -----Variance inflation factors

CEOS: ----- Chief executive officers

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ABSTRACT

The main objective of this research was identifying factors that affect employee turnover intension in Moha Soft Drinks Industry Share Company. Descriptive and explanatory research designs were used for this study. The data collection instruments were structured close ended and open ended questionnaires. The sample size of study population was 350 employees of the Moha Soft Drinks Industry Share Company from the total population of employees. Stratified sampling technique was used for this study. To analyze the data descriptive statistics and inferential statistics were used by using SPSS software version 2022. The positive correlation of work environment, employee relationship with management and compensation (salary) factors of employee turnover was founded in the study.

The finding of the research indicates that there is relatively strong empirical evidence for the hypotheses stated. The result show that independent and dependent variable are positive relationship with hypothesis result. It can also be concluded that the motivational activities are less in moha soft drinks industry Share Company and lack of the motivational activities is affected employee turnover in moha soft drinks industry Share Company by reducing initiation of the mind of an individual to do more.

The researcher recommended that the management bodies of the organization should work hard improve work environment, employee relationship with management and compensation (salary) which affects employees' turnover positively.

The researcher recommended that the organizations of Moha Soft Drinks Industry Share Company should offer challenging jobs and responsibilities for employees or workers and give recognition and reward for an individual who have score best performance and be role model for the others and it help employee to increase their loyalty and commitment to their office.

Key words; employee turnover, factors of employee turnover,

CHAPTER ONE

1. Introduction

This chapter presents the major contents which introduces the topics to the readers as well as presents the justification scope as well as other issues related to the major requirements of this research problem.

1.1 Background of the Study

Employees are the most valuable asset in service giving industry to deliver every customer services, so it is vital to maintain adequate number of the right sort of employees with appropriate training, qualifications and experience who serve its customers as per the rules and regulation of the company. Indeed, effective performance of the company depends not only on the available technical resources, but also on the quality and competence of its employees as required by the company from time to time. This is a reason why many companying chief executive officers (CEOs) have agreed that the availability of skills, a component of human capital/talent, is a key issue for companies (Grosskopf & Atherman, 2011).

The attraction and retention of high-quality employees is more important today than ever before. a number of trends (globalization, increase in knowledge of the workers, accelerating rate of technological advancement) make it vital that firms acquire and retain human capital. in human resources context, turnover can be viewed as the rate at which an employer gains and misplaces employees or how long employees tend to stay in a particular organization (turner, 2010).employees are great assets for any service giving company in this world. especially in a companying sector it is impossible to meet company's objective without retaining employees. in this context, it is important to cite Andrew Carnegie, the famous industrialist of the 19th century, who mentioned: "take away my factories, my plants; take away my railroads, my ships, my Transportation, take away my money; strip me of all of these but leave me my key employees, and in two or three years, i will have them all again" (Alkahtani, 2015).

According to Alkahtani, (2015), there are a number of reasons why turnover takes place. these reasons may range from external environmental variables such as economy that affects the business that in turn shapes the employment levels to organizational factors including types of

industry, types of occupation, size of organization, payment, supervisory levels, locations, selection processes, work environment, work assignments, benefits, and promotions .the other variables that affect employee turnover in organizations involve the individual's work variables such as , integrative variables like job satisfaction, pay, promotion and working condition and the individual's non-working factors such as family related factors. in addition, demographic variables cannot be disregarded. age, tenure, level of education, level of income, job category, and gender have been proven to affect employee retention and have been discovered to have established relationship with turnover. Among the above demographic factors, age, tenure and income level were discovered to be negatively associated with turnover.

Level of education is positively related to turnover as employees with higher education levels have higher tendency to quit. With regard to job category, non-managerial employees have higher tendency to quit than managerial employees. Furthermore, turnover of any company's employees (especially key employees) comes with a considerable yet underestimated cost. There are two kinds of costs associated with turnover, visible and invisible costs. The effect of turnover has received huge attention from top management (senior executives), human resource professionals and other industrial psychologists and it has proven to be one of the most costly and apparently difficult human resource challenges faced globally by different organizations including companying industry according to Jha (2014).

Employee turnover According to Yang and Wittenberg, 2016 Employees' turnover intention means the employees have thought or plan to voluntarily leave their current organization. Voluntary employee turnover explains that employees' perception can lead to turnover. Employees' turnover intention also closely related to the employees' turnover because the actual employees' turnover behavior is depending on their intention of leaving the organization. Thus, the employees' turnover intention is the most immediate determinant of real turnover behavior. Employees' turnover intention must be taken seriously because it will influence the organizational performance and lower down the efficiency of productivity.

Organizations all over the world including company's in Ethiopia invest a lot to maintain and retain their employees. many strategies have been devised to retain employees by many companies in Ethiopia such as improved benefit packages and training and development of

staffs, but still the accompanying sector is characterized by high employee turnover despite retention strategies (Biruk, 2013).

Employee turnover has always been a matter of concern for all type of organizations including companies. Large number of employee turnover may be unfavorable to both the company's as well as the employees. High turnover can harm a business's ability to retain customers and customer service quality and also leads to low productivity. Labor turnover is threat to many organizations. Today, it has become a very serious issue for any organization due to its negative effects on operation and performance of organizations. Therefore labor turnover needs to be controlled basing to its malfunction cause factors (Bang, 2014).

Involuntary turnover According to price (2001), it is not just intending to quit the location, but the work role, the job, and also the organization. In human resource context, turnover is the act of replacing an employee with new employee. An organizations 'turnover is measured as a percentage rate, which is referred as turnover rate. There are four types of turnovers: voluntary, involuntary, functional and dysfunctional, turnover cited on Wikipedia. These are voluntary turnover, involuntary turnover, functional turnover and dysfunctional turnover.

Visible turnover costs include leave capitalization, recruitment costs, security clearance, temporary worker costs, relocation costs, formal training costs and induction expenses. Invisible turnover costs involve enlarged hr and payroll administration, loss of productivity, and informal training. Other hidden costs comprise missed deadlines, loss of organizational knowledge, low motivation as a result of overwork, loss of clients and chain reaction turnover. Another turnover consequence for the organization is its impact on employee-customer relationships. Normally, long-tenured employees develop personal relationships with customers.

These relationships are the basis for a re-enforcing cycle of beneficial interactions between employees and customers. Staff retention thus has a positive effect on good customer relationship and ultimately profitability. a further result of staff turnover is on those who remain with the company. Losing good employees is also costly in terms of the impact it has on company morale. Those that remain may often feel demotivated or disheartened, ensuing in a reduction in productivity and job satisfaction (Alkahtani, 2015).

Given the shift toward a knowledge-based economy, the extent to which changes in organizational performance are attributed to employee turnover rate is the subject of increasing interest (Hausknecht & Trevor, 2011). Most studies on the subject have been tested out in the United States (Sturman, Shao & Katz, 2012). The mixed results prevent consensus on the subject (Hancock, Bosco, McDaniel & Pierce, 2013).

Its management remains a challenging issue in organizational strategy (Harris et al., 2002). Employee turnover has been extensively researched for many years by academics, consultants, psychologists and human resource practitioners (Allen et al., 2010; Abelson & Baysinger, 1984; Cotton & Tuttle, 1986; Park & Shaw, 2013; Szilagyi, 1979; Zeffane, 1994). It is a dynamic omnipresent process in organizations (Dalton & Todor, 1982) and the antecedents of employee turnover and factors driving the intent-to-stay decisions have been extensively studied (Shukla & Sinha, 2013; Abelson & Baysinger, 1984).

In order to contribute to this body of research, the purpose of this study was to explore the relationship between employee turnover rate and organizational performance, and determine whether the phenomenon of an optimal employee turnover rate exists for organizations in South Africa.

Given that employees form part of the valuable resources that inform, shape and give effect to strategy, it follows on that any shift in human resources plays a role on organizational performance (Harris, Tang & Tseng, 2002). Therefore, the notion that employee turnover affects an organization is widely entrenched amongst managers (Allen, Bryant & Vardaman, 2010).

According to Biruk, 2013 Organizations all over the world including company's in Ethiopia invest a lot to maintain and retain their employees. Many strategies have been devised to retain employees by many companies in Ethiopia such as improved benefit packages and training and development of staffs, but still the companying sector is characterized by high employee turnover despite retention strategies.

This study was try to assess the major factors influencing employee turnover intention in moha soft drinks industry Share Company, the case of summit plant moha soft drinks industry s.c was acquired from the Ethiopian privatization agency and established on May 15, 1996. The major

products of moha soft drinks industry s.c. are: peps' cola, mirinda orange, 7-up, mirinda tonic, mirinda apple (all pepsi brands), and kool (bure kool and tossa bottled water products.)

1.2 Statement of the Problem

Employee turnover has always been a matter of concern for all type of organizations including companies. Large number of employee turnover may be unfavorable to both the company's as well as the employees. High turnover can harm a business's ability to retain customers and customer service quality and also leads to low productivity. Labor turnover is threat to many organizations. Today, it has become a very serious issue for any organization due to its negative effects on operation and performance of organizations. Therefore labor turnover needs to be controlled basing to its malfunction cause factors. (Bangi, 2014).

According to (Asgardian, 2011) in today's highly competitive environment, there are many projects, which provide integrated systems of beneficial services, which include family benefits, to their staff. Individuals spend a great part of their lives in adulthood trying to get higher education degrees, job, and success in life. They have even delayed making a family. These individuals might be precious for their employers, but trying to face work-family problems and concentrating on a profession at the same time can reduce their efficiency at the work place. When workers are committed to the project, they get their identity inside it and remain loyal to it.

Irshad (2009) in his finding, the area of work environment found that it is key factor in employee retention, it is also found that employee leave the job due to work environment and organizational justice (distributive justice and procedural justice). It also play pivotal role in employee retention, it is reveled from study that, if organization want to retain their prowess employees, organization must fallow fairness formula. So, organizations should be realized that, working conditions in an organization have a role to play in deciding whether to stay or leave. These are the gaps that may be explored. Good working conditions may serve as a motivating factor to employees, in order to stay in an organization. Low incentive and benefits packages, is also an important factor for high employee turnover intention

According to Biruk, 2013 Organizations all over the world including company's in Ethiopia invest a lot to maintain and retain their employees. Many strategies have been devised to retain employees by many companies in Ethiopia such as improved benefit packages and training and

development of staffs, but still the companying sector is characterized by high employee turnover despite retention strategies. When an employee leaves the organization the present employees have to fill the gap until a new employee is appointed. Moreover, the company spends lot of money on the recruitment and training of new staff members each year due to high turnover rates. A number of factors could contribute to the company's high employee turnover rate. to mention a few, personal factors, social and economic factors, job stress, organization and work factors, employee relationship with management, career growth, and compensation (salary).

Therefore, it is essential to generate relevant evidence through a detailed study to highlight solution for factors influencing employee turnover intention in moha soft drink Company. Hence this study was attempted to describe factors influencing employee turnover intention in moha soft drink Company. Specifically, it tries to determine the factors influencing employee turnover intention such as work environment, employee relation with management and compensation (salary). Secondly, this study was able to draw some recommendations and indicate directions for further research.

1.3 Objective of the Study

1.3.1 General Objective

The general objective of this study is to assess the major factors influencing employee turnover intention in moha soft drinks industry Share Company, the case of summit plant.

1.3.2 Specific Objectives

While conducting the study the researcher believes that the study has the following specific objectives.

1. To find out compensation (salary) factors that influence employee turnover intention in moha soft drinks industry share company
2. To identify work environment factors influence employee turnover intention in moha soft drinks industry share company
3. To measure the effect of employee relationship with management influence employee turnover intention in moha soft drinks industry share company.

1.4 Research Question

To this end, the research aim to answer the following basic questions

1. What are compensation (salary) factors that influence employee turnover intention in moha soft drinks industry Share Company?
2. How does work environment influence employee turnover intention in moha soft drinks industry Share Company?
3. How does employee relationship with management influence employee turnover intention in moha soft drinks industry Share Company?

1.5 Research Hypothesis

In the light of the literature review the researcher proposes the following hypothesis:

H1: Compensation (salary) affects positively employee turnover intention in moha soft drinks industry Share Company

H1: Employee relationship with management affects positively employee turnover intention in moha soft drinks industry Share Company

H1: Work environment affects positively employee turnover intention in moha soft drinks industry Share Company

1.6 Significant of the Study

The finding of this study was basically will benefit the company being studied, employees of the company as well as other interested researchers in the area. The study will help the management of the company to see the major area that's causing turnover intention in the organization and make appropriate decision to address the problems. The study will create insights to the readers on the factors that affect employee turnover intention in the company. It would ease future researchers to identify in detail the employees' perspective on turnover intention.

It will help improve the benefits and welfare of the company and hence further supports the companying industry to revitalize their retention program.

1.7 Scope of the Study

Geographically, this study is delimited to moha soft drinks industry Share Company more specifically, concentrating on the case of submit plant.

Theoretically, the employees' turnover intention may be affected by several factors such as uncompetitive pay, lack of training and leadership, job stress, lack of promotion opportunity, travel to abroad, working up privately, and non-conducive working environment, lack of job satisfaction, work pressure and organizational management. However, concept wise, this study will be delimited to studying the factors such as organizational and work-related factors, social and economic factors, influences of personal factors, career growth factors, job stress factor, employee relationship with management and salary (compensation) factors.

1.8 Limitation of the Study

According to best and khan (1989) limitations are those conditions beyond the control of the researcher that was place restrictions on the conclusions of the study and their application to other situations. This study is, therefore, constraint by the wide area the study is supposed to have captured, shorter period for the completion of the study, inadequate funds for this study and confidential in many cases of moha soft drink company.

1.9 Organization of the Study

The study is divided into five chapters. The first chapter introduces the background of the study, the research objectives and questions, significance of the study, scope of the study, limitation of the study and finally how the whole study is organized. The second chapter presents theoretical and empirical review of the related literatures. This chapter examines the views of other theorists and authors about the issues under discussion as well as review of previous studies on factors influencing employee turnover intention in moha soft drinks industry share company. chapter three outlines the research methods the researcher employs in carrying out the study. this chapter also deals with the study area, sample size and the sample selection as well as methods of data collection, management among others.

Chapter four presented the analysis and presentation of data in this study. The fourth chapter will be concerned with the analysis, results and discussions.

Chapter five being the final chapter of this study presented the summary, conclusion and the necessary recommendations of the study which originated from the findings of the study.

1.10 Definition of key terms

Turnover: according to Jha (2014) The effect of turnover has received huge attention from top management (senior executives), human resource professionals and other industrial psychologists and it has proven to be one of the most costly and apparently difficult human resource challenges faced globally by different organizations including companying industry

Turnover intention: Turnover intention is a major issue, mainly in the field of human resource management. Many researchers have shown that turnover intention has direct relationship with actual turn over. According to Castro and Shepherd, 2007, turnover intention is the major determinants of turnover behavior (i.e., quitting behavior) and it is one of the biggest causes and an immediate symbol of employee's turnover

Working environment: an environment that is related to safe and motivating work place and adequacy of the resource needed to achieve the stated objectives (Chanetal., 2000).

Employee turnover: According to Yang and Wittenberg, 2016 Employees' turnover intention means the employees have thought or plan to voluntarily leave their current organization. Voluntary employee turnover explains that employees' perception can lead to turnover. Employees' turnover intention also closely related to the employees' turnover because the actual employees' turnover behavior is depending on their intention of leaving the organization. Thus, the employees' turnover intention is the most immediate determinant of real turnover behavior. Employees' turnover intention must be taken seriously because it will influence the organizational performance and lower down the efficiency of productivity.

Voluntary turnover: If employees become dissatisfied with their job, they can be motivated to search for another organization with better situation. The labor market is also another factor for voluntary turnover to motivate employees and to find alternative employment opportunities. if

the labor market situation is not favorable, however, even if they are dissatisfied with their jobs, they remain until another job is available (Meshane and Glinow, 2000).

Career growth: According to Catherin (2011), employees should always be rewarded and recognized for work well done but not basing on only policies of the organizations. Bajpai & Srivastava (2004) notes that, promotion are offer prospects of growth and career advancement. Since fair promotion policies are important to employees, they seek promotion policies and practices that they perceive to be fair and unambiguous, and in line with their expectations.

is the overall progress of someone's professional life refers to the process an individual may undergo to evolve their occupational status.

Involuntary turnover According to price (2001), it is not just intending to quit the location, but the work role, the job, and also the organization. In human resource context, turnover is the act of replacing an employee with new employee. An organizations 'turnover is measured as a percentage rate, which is referred as turnover rate. There are four types of turnovers: voluntary, involuntary, functional and dysfunctional, turnover cited on Wikipedia. These are voluntary turnover, involuntary turnover, functional turnover and dysfunctional turnover.

CHAPTER TWO

Review of Related Literature

2. Introduction

This chapter emphasis on reviewing few topics that would help lay a foundation for the basic understanding the issues of turnover intension as well as empirical and conceptual models for the study. It's well thought-out, the definitions and the nature of turnover intension and theoretical foundations are presented.

2.1 Theoretical Literature Reviews

The research problem focused on employee turnover intention in moha soft drink Company. In this area, other scholars have proposed various theories in attempt to explaining the concepts or variables. Also similar researches have been done serving as empirical studies. It is, therefore, important that the researcher reviews some of these theories and earlier works on the subject matter.

Although most of these works had been written in different setting and context, their contribution to the success of this study is very significant. This chapter shall broadly look at three major sections. First, theoretical review, this section is primarily concerns with the various theories explaining employee turnover intention. The second section focuses on empirical works which has been conducted by other researchers and finally conceptual framework which shows the study flow and factors.

2.2. Turnover intension

Turnover intention is a major issue, mainly in the field of human resource management. Many researchers have shown that turnover intention has direct relationship with actual turn over. According to Castro and Shepherd, 2007, turnover intention is the major determinants of turnover behavior (i.e., quitting behavior) and it is one of the biggest causes and an immediate symbol of employee's turnover.

Employees' turnover intention means the employees have thought or plan to voluntarily leave their current organization. Voluntary employee turnover explains that employees' perception can lead to turnover. Employees' turnover intention also closely related to the employees' turnover

because the actual employees' turnover behavior is depending on their intention of leaving the organization (yang and Wittenberg, 2016). Thus, the employees' turnover intention is the most immediate determinant of real turnover behavior. Employees' turnover intention must be taken seriously because it will influence the organizational performance and lower down the efficiency of productivity.

therefore turnover intention is a major area of interest and poses a very crucial challenge for today's hr managers because intention to leave takes perceptions of job alternatives, poor work performance, poor personal behavior and work ethics and impaired deliverance of quality service to customers, and etc. until the behavior culminates with actual quitting of job and organization. Many researchers have also linked turnover intention to lateness, absenteeism, work withdrawal, reduced performance, and poor organizational citizenship behavior, low commitment, and poor work engagement, and invariably declining output (Samad, 2012).

As to the major definition of employee intension, the following points were seen. turnover intention is defined as an 'individual's own expected chance that they are quitting the organization permanently at some spot in the near future and look forward to find the other one. (purani& sahaddev, 2007).

According to price (2001), it is not just intending to quit the location, but the work role, the job, and also the organization. In human resource context, turnover is the act of replacing an employee with new employee. An organizations 'turnover is measured as a percentage rate, which is referred as turnover rate. There are four types of turnovers: voluntary, involuntary, functional and dysfunctional, turnover cited on Wikipedia. These are voluntary turnover, involuntary turnover, functional turnover and dysfunctional turnover.

Filipe and Borges (2012) defined turnover as the rotation of workers around the labor markets; between firms, jobs and occupations; and between the states of employment. Turnover refers to the voluntary and involuntary permanent withdrawal from an organization. rion (2009) also defined employee turnover as a ratio comparison of the number of employees an organization must replace in a given time period to average number of total employees more over employee

turnover does not only include the voluntary termination of employment but also the involuntary termination of membership of an organization .the researcher focused on voluntary turnover.

According to Petersen (2014) human capital has more mobility than any other asset. An organization will only be able to sustain a competitive advantage if it manages employee mobility effectively. Unfortunately, employee mobility cannot always be controlled by an organization. In this regards employee turnover – (the voluntary or involuntary movement employees in an out of work organizations) - is of key importance in talent management.

It is therefore not surprising that the management of employee turnover (voluntary as well as involuntary turnover) continues to be a central concern in the management literature. It is a key concern for both profit and non-profit organizations.

If employees become dissatisfied with their job, they can be motivated to search for another organization with better situation. The labor market is also another factor for voluntary turnover to motivate employees and to find alternative employment opportunities. if the labor market situation is not favorable, however, even if they are dissatisfied with their jobs, they remain until another job is available (Meshane and Glinow, 2000).

2.2.1 Factors of employee turnover intention

The topic employee's turnover is extensively studied with multiple perspectives and suggested a variety of factors are the causes of turnover of an employee in an organization. some factors are demographics and some are biographic e.g. financial rewards, work environment, promotion, emotion of employee's self-accomplishment and self-recognition, over stress of employees etc. nobody can deny the fact that demographic variables have constant positive or negative links with turnover ratio like tenure, educational level, age, etc. (Ali , 2014).

2.2.1.1 Personal factors

According to Yanjuan (2016), personal factors include age, gender, education level, marital status, years of working, individual ability, responsibility and so on. Another fact is that the female employee turnover rate is higher than male employees. Yanjuan stated that this may be connected and as a factor with women's duty to give birth and take care of the family.

Employees with young, inexperienced and high education level tend to have low level of satisfaction about jobs and careers, and have lower commitment to the organization; these negative attitudes are associated with turnover intention.

2.2.1.2 Organization and work factors

In this aspect, enterprise culture and system, enterprise benefit and prospect, organization scale, salary, payment and promotion, relationship, training, employee involvement, individual work attitude and organizational justice will influence employee turnover. (yanjuan, 2016)

2.2.1.3 Social and economic factors

this comprise society's economic development level, labor market condition, employment system, job opportunities, enterprise property, transportation, housing, education and health care facilities, the cost of living, quality of life and so on all have an impact on employee's turnover intention . (yanjuan, 2016)

2.2.1.4 Job stress

High rates of mergers, acquisitions, increasing economic interdependence among countries due to globalization, technological development, and restructuring have changed the organizational work over the last few decades have resulted in time pressure, excessive work demand, role conflicts, ergonomic insufficiencies and problematic customer relationship are causes of stress. Also to be consider stress as an environmental stimulus to a person, or an oddity between individual and environment. the experience of job related stress (job stress), the range factors that lead to job related stress (stressors), lack of commitment in the organization; and job dissatisfaction make employees to quit (Shukla & Sinha,2013)

2.2.1.5 Career growth

Career progress creates stress on employee's understanding of the worth of his or her career prospects. Obstacles in career development can appear at any time during an employee's employment period which serves as source of stress for them. These stressing factors can include an array of problems like being stuck at a position without any hopes of progress or threats of downsizing. Career growth is much more important than salary in Europe or America but it is counted equivalent to salary in Asian context. "Moving up or moving out" counts career growth as basic for turnover. High employee turnover could also be due to no potential opportunity for

advancements or promotions. Employees prefer other companies which may provide them with higher posts and increased compensation.

2.2.2 Voluntary and involuntary employee turnover

Voluntary turnover is initiated by an employee and involuntary turnover by an employer. Involuntary turnover also result from uncontrollable factors such as death and ill health. Functional voluntary and involuntary turnover could benefit an organization. For example employee turnover at subordinate organizational levels could be beneficial to companies because advances in technology continue to reduce the need for lower level skills in the companying sector.

On the other hand, the need for non-manual, intermediate and high level skills as well as value adding competencies such as autonomy and discretion are on the rise in the companying sector. Therefore, both voluntary and involuntary turnover could be dysfunctional if the result is a loss of human capital (Pietersen, 2014).

Pietersen, 2014human capital has more mobility than any other asset. An organization will only be able to sustain a competitive advantage if it manages employee mobility effectively. Unfortunately, employee mobility cannot always be controlled by an organization. in this regards employee turnover – (the voluntary or involuntary movement employees in an out of work organizations) - is of key importance in talent management. It is therefore not surprising that the management of employee turnover (voluntary as well as involuntary turnover) continues to be a central concern in the management literature. it is a key concern for both profit and non-profit organizations.

Voluntary employee turnover occurs when an employee leaves the organization with his own will (due to job satisfaction, bad working condition etc.)

When a better job opportunity presents itself it is true that high level of voluntary turnover is to be negative for the organizational development .some scholars have identified that the major factors for voluntary turnover is job satisfaction.

voluntary turn over occurs when employees choose to leave his/her organization for whatever reason at his /her own will (Dess and Shaw, 2001:446).if employees become dissatisfied with their job, they can be motivated to search for another organization with better situation. The labor market is also another factor for voluntary turnover to motivate employees and to find alternative employment opportunities. if the labor market situation is not favorable, however, even if they are dissatisfied with their jobs, they remain until another job is available (Meshane and Glinow, 2000).

When an employee leaves his work and the organization by his or her will the turnover is termed as voluntary turnover as cited by Perez (2008), Staw (1980) described that voluntary turnovers create significant cost, both in terms of direct cost, such as replacement, or in terms of indirect cost, such as the pressure on remaining staff or the loss of social capital.

Taylor, (1998), further divided voluntary turnovers in to functional and dysfunctional turnovers. Functional turnovers are the resignation of substandard performers and dysfunctional turnovers refer to the exit of effective performers. dysfunctional turnover further classified into avoidable turnover (caused by lower compensation, poor working condition, etc.) and unavoidable turnovers (like family moves, serious illness, death, etc.) over which the organization has little or no influence. Involuntary turnover refers the decision of management to force the employee to leave the organization.

While employees quit the job from an organization, it is stated as voluntary turnover (Noe et al., 2006). It is set off the decision of the employee. Another definition is furnished by Egan et al. (2004), indicating “an instance of voluntary turnover, or a quit, reflects an employee’ decision to leave an organization, whereas an example of involuntary turnover, or a discharge, reflects an employer’s decision to terminate the employment relationship”. Voluntary turnover can be affected by not having job satisfaction, job stress, as well as due to getting a better job at another organization, a conflict with a manager, or personal matter such as staying home and giving enough time to the family member (Manu and shay, 2004).

It is, therefore, essential to reflect on attractions such as alternatives whilst appearing to voluntary turnover. Nevertheless, voluntary turnover can be foreseen and, in turn, be managed. Chiu and Francesco (2003) define involuntary turnover as "... an instance of involuntary turnover, or a discharge" that "reflects an employer's decision to terminate the employment relationship".

Involuntary turnover includes retirement, death and dismissal. Employee turnover is regarded as involuntary when leaving the job to take care of seriously sick family member or to accompany a spouse to remote area. Therefore, employees have no control over and decide to quit the job (martin and martin, 2003).

Voluntary turnover is initiated by an employee and involuntary turnover by an employer. Involuntary turnover also result from uncontrollable factors such as death and ill health. Functional voluntary and involuntary turnover could benefit an organization.

For example employee turnover at subordinate organizational levels could be beneficial to banks because advances in technology continue to reduce the need for lower level skills in the banking sector. On the other hand, the need for non-manual, intermediate and high level skills as well as value-adding competencies such as autonomy and discretion are on the rise in the banking sector. Therefore, both voluntary and involuntary turnover could be dysfunctional if the result is a loss of human capital.(Pietersen, 2014). Voluntary turnover could be either avoidable or unavoidable; avoidable turnover

Voluntary turnover could be either avoidable or unavoidable; avoidable turnover avoidable turnover is something organizations can prevent by hiring, evaluating and motivating their employees more effectively. Avoidable turnover has been described as the one organization can prevent through recruiting, assessing and motivating employees more efficiently and effectively (luecke, 2002). So any business organization requires verifying whether voluntary turnover has been dealt with properly. Such confirmation is also needed, because this will lead to take the necessary initiatives to enhance the employee retention. The phenomenon of turnover is psychosomatic, managerial and expensive (Weisberg and Kirschenbaum, 2002).

There is currently no conventional model to understand the route of turnover as a whole. a variety of factoring is applied to evaluate the causes of employee turnover. It contains personal factoring, job content factors, working environment and external factoring. Unavoidable turnover Unavoidable turnover results from life decisions that extend beyond an employer's control, such as decision to move to a new area or job transfer for a spouse (Sandra 2012).

However, almost eighty percent of turnover is due to recruiting mistakes, several of these mistakes can be avoided. Organizations have a need of taking certain measures while selecting and evaluating potential employees.

unavoidable turnover unavoidable turnover results from life decisions that extend beyond an employer's control, such as decision to move to a new area or job transfer for a spouse (Sandra 2012) avoidable turnover is something organizations can prevent by hiring ,evaluating and motivating their employees more effectively (Sandra 2012).

2.3 Theoretical Models

Employee turnover has been established to be directly related to employees' motivation. This assertion was corroborated by different management theories since the works of Frederick Taylor on 'the principle of scientific management' in 1911 and Henry Gantt on 'works, wages and profits' in 1913. Modern employees' motivation management methods have evolved over time which discredited Taylor's "differential piece rate work" and Gantt's "task and bonus wage" systems. The modern employees' motivation management methods are employees' oriented and are more effective (Gardner and Lambert 1972).

Maslow (1943) said that people work to survive and live through financial compensation, to make new friends, to have job security, for a sense of achievement and to feel important in the society, to have a sense of identity, and most especially to have job satisfaction. All employees that have job satisfaction are high performers in their respective workplaces.

Taylor (1911) opined that the most important motivator of workers is salary and wages when he said that "non-incentive wage system encourages low productivity". He said that if employees receive the same wage irrespective of their individual contribution to the goal, they will work less and that employees think working at a higher rate means fewer employees may be needed which discourages employees to work more (Gardner and Lambert 1972). Basing on those explanations, this study indicates that the success of any organization largely depends on the motivation of its employees.

2.3.1 Goal-setting Theory

Edwin Locke had proposed the goal-setting theory in the year 1968. This theory suggests that the individual goals established by an employee play an important role in motivating him for superior performance. Skills required include the ability to engage employees in mutual goal setting clarify role expectations and provide regular performance feedback. Time and energy will also need to be given to providing relevant performance incentives, managing processes, providing adequate resources and workplace training.

It also advice that in order to drive the organization to peak performance managers and supervisors must put out front the human face of their organization. Principle here is the human-to-human interaction through providing individualized support and encouragement to each and every employee (Salaman et al, 2005).

Employee performance is a major multidimensional construct aimed to achieve results and has a strong link with planned goals of an organization (Abbas and Yaqoob, 2009). Performance is the key multi character factor intended to attain outcomes which has a major connection with planned objectives of the organization (Sabir et al. 2012).

Employees 'goals achievement in this theory is by creating of work environment attractive, comfortable, satisfactory and motivating to employees so as to give them a sense of pride and purpose in what they do. How working environment is designed and occupied affects not only how people feel, but also their work performance, commitment to their employer, and the creation of new knowledge in the organization (Taiwo, 2009).

2.3.2 Expectancy Theory

The most widely accepted Victor Vroom has propounded explanations of motivation. His theory is commonly known as expectancy theory. The theory argues that the strength of a tendency to act in a specific way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual to make this simple. Expectancy theory says that an employee can be motivated to perform better when there is a belief that the better performance will lead to good performance appraisal and shall result into realization of personal goal in form of some reward future events.

The theory focuses on three things efforts, performance relationship, performance, reward relationship, rewards, and personal goal relationship (Salaman et al, 2005). This theory is based on the hypothesis that individuals adjust their behavior in the organization based on anticipated satisfaction of valued goals set by them. In order for employees to perform in this theory is by making sure each employee's workplace goals and values are aligned with the organization's mission and vision is important for creating and maintaining a high level of motivation. That can lead to higher productivity, improve employee performance, reduce the chances of low employee morale, encourage teamwork and instill a positive attitude during challenging times (Salaman et al, 2005).

2.3.3 Maslow's hierarchy of needs theory

Abraham Maslow defined need as a physiological or psychological deficiency that a person feels the compulsion to satisfy. This need can create tensions that can influence a person's work attitudes and behaviors. Maslow formed a theory based on his definition of need that proposes that humans are motivated by multiple needs and that these needs exist in a hierarchical order. His premise is that only unsatisfied need can influence behavior; a satisfied need is not a motivator (Ramlall, 2004).

A person starts at the bottom of the hierarchy (pyramid) and will initially seek to satisfy basic needs (e.g. food, shelter). Once these physiological needs have been satisfied, they are no longer a motivator. The individual moves up to the next level.

Safety needs at work could include physical safety (e.g. protective clothing) as well as protection against unemployment, loss of income through sickness etc).social needs recognize that most people want to belong to a group.

These would include the need for love and belonging (e.g. working with colleague who supports you at work, teamwork, communication).

Esteem needs are about being given recognition for a job well done. They reflect the fact that many people seek the esteem and respect of others. a promotion at work might achieve this. Self-actualization is about how people think about themselves - this is often measured by the extent of success and/or challenge at work (Ramlall, 2004).one should also take care that employees don't just work for financial incentives. One should create an environment where employees like to come to work because they enjoy their jobs hence increase performance. Incentives also motivate the employees when you want them to go that extra mile to achieve your targets. Maslow's model has great potential appeal in the business world. the message is clear - if management can find out which level each employee has reached, then they can decide on suitable rewards (Ramlall, 2004).

2.3.4 Frederick Herzberg's Theory

Herzberg's theory concludes that certain factors in the workplace result in job satisfaction, but if absent, they do not lead to dissatisfaction but no satisfaction. The factors that motivate people can change over their lifetime, but "respect for me as a person" is one of the top motivating factors at any stage of life. he distinguished between motivators; (e.g. challenging work, recognition, responsibility) which give positive satisfaction, and hygiene factors; (e.g. status, job security, salary and fringe benefits) that do not motivate if present, but, if absent, result in demonization.

2.3.5 Employee turnover reduction mechanisms

Confronted with problems of employee turnover, management has several policy options vs. changing (or improving existing) policies towards recruitment, selection, induction, training, job design and wage payment.

Policy choice, however, must be appropriate to the precise diagnosis of the problem. Employee turnover attributable to poor selection procedures, for example, is unlikely to improve were the policy modification to focus exclusively on the induction process.

Equally, employee turnover attributable to wage rates which produce earnings that are not competitive with other firms in the local labor market is unlikely to decrease were the policy adjustment merely to enhance the organization's provision of on-the job training opportunities.

Given that is increase in direct and indirect costs of labor turnover, therefore, management are frequently exhorted to identify the reasons why people leave organization's so that appropriate action is taken by the management. extensive research has shown that the following categories of human capital management factors provides a core set of measures that senior management can use to increase the effectiveness of their investment in people and improve overall corporate performance of business: employee engagement, the organization's capacity to engage, retain, and optimize the value of its employees hinges on how well jobs are designed, how employees' time is used, and the commitment and support that is shown to employees by the management would motivate employees to stay in organizations.

Knowledge accessibility, the extent of the organization's collaborative and its capacity for making knowledge and ideas widely available to employees would make employees to stay in the organization. Sharing of information should be made at all levels of management. This accessibility would make employees feel that they are appreciated for their effort and chances of leaving the organization are minimal. workforce, optimization, the organization's success in optimizing the performance of the employees by establishing essential processes for getting work done, providing good working conditions, establishing accountability and making good hiring choices would retain employees in their organization. The importance of gaining better understanding of the factors related to recruitment, motivation and retention of employees is further underscored by rising personnel costs and high rates of employee turnover (Badawy 1988).

With increased competitiveness on globalizations, managers in many organizations are experiencing greater pressure from top management to improve recruitment, selection, training, and retention of good employees and in the long run would encourage employees to stay in organizations.

Job involvement describes an individual's ego involvement with work and indicates the extent to which an individual identifies psychologically with his /her job. Involvement in terms of internalizing values about the goodness or the importance of work made employees not to quit their jobs and these involvements are related to task characteristics. Workers who have a greater variety of tasks tend stay in the job. Task characteristics have been found to be potential determinants of turnover among employees.

These include the five core job characteristics identified by Hackman and Oldham (1980): skill variety, which refers to the opportunity to utilize a variety of valued skills and talents on the job; task identity, or the extent to which a job requires completion of a whole and identifiable piece of work - that is, doing a job from beginning to end, with visible results; task significance, which reflects the extent to which the job has a substantial impact on the lives or work of other people, whether within or outside the organization; job autonomy, or the extent to which the job provides freedom, independence, and discretion in scheduling work and determining procedures that the job provides; and job feedback, which refers to the extent to which the job provides information about the effectiveness of one's performance. Involvement would influence job satisfaction and increase organizational commitment of the employees. Employees who are more involved in their jobs are more satisfied with their jobs and more committed to their organization (Kanungo1982).

Job involvement has also been found to be negatively related to turnover intentions. job satisfaction, career satisfaction, and organizational commitment reflect a positive attitude towards the organization, thus having a direct influence on employee turnover intentions. job satisfaction, job involvement and organizational commitment are considered to be related but distinguishable attitudes. Satisfaction represents an effective response to specific aspects of the job or career and denotes the pleasurable or positive emotional state resulting from an appraisal of one's job or career (Williams and Hazer 1986).

Organizational commitment is an effective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization. Job involvement represents the extent to which employees are absorbed in or preoccupied with their jobs and the extent to which

an individual identifies with his/her job (brooke et al. 1988).the degree of commitment and loyalty can be achieved if management they enrich the jobs, empower and compensate employees properly. Empowerment of employees could help to enhance the continuity of employees in organizations. Empowered employees where managers supervise more people than in a traditional hierarchy and delegate more decisions to their subordinates (Bhuiyan and Menguc 2002).

Managers act like coaches and help employees solve problems. Employees, he concludes, have increased responsibility. superiors empowering subordinates by delegating responsibilities to them leads to subordinates who are more satisfied with their leaders and consider them to be fair and in turn to perform up to the superior's expectations (Keller and Dansereau1995). All these makes employees to be committed to the organization and chances of quitting are minimal.

2.4. Definition and Features of Independent Variables

2.4.1 Compensation (salary)

According to Sinha and Shukla (2013) one common cause of high employee turnover rates is low pay and benefits package. When a worker is employed in a low-wage position with limited benefits, there is little incentive to stay if a similar employer offers even a slightly higher rate of pay. Workers who make more, but whose salaries fall short of the going market rate, may feel undervalued at their current companies and look for a company that will pay them what they're worth. Employees quit from organization due to economic reasons.

The most common reason for employee turnover rate being so high is the salary scale because employees are usually in search of jobs that pay well. Low pay is good reason as to why an employee may be lacking in performance. Unequal or substandard wage structures fall under this category as well. When two or more employees perform similar work and have similar responsibilities, differences in pay rate can drive lower paid employees to quit. if you pay less than other employers for similar work, employees are likely to jump ship for higher pay, if other factors are relatively equal (Shukla & Sinha, 2013).

Adequate and flexible benefits can demonstrate to employees that a company is supportive and fair, and there is evidence to suggest that benefits are at the top of the list of the reason why

employees choose to stay with their employer or to join the company in the first place (Lockhead and Stephens 2004).

Flexibility in benefits package can enhance retention, as it creates responsiveness to the specific needs and circumstances of individual employees. Employees always search for organizations that provide more benefits and compensation package. Besides, compensation and lack of challenge and opportunity were the most common factors in contemplating leaving the organization. It also found that, unequal or substandard wage structures that fall under salary and benefits category as a factor to leave the organization. In line with salary and benefit packages, assistance or voluntary benefits provided by the organizations encourage employees to stay in the company (Rion, 2009). Organizations also used such assistance for creating good relationship in the organization with employees.

2.4.2 Employee relationship with management

Nature of management influence the individuals in terms of values of organization, image and existence of the firm. A poor relationship with the management can be an important reason for the employees to leave their jobs. It is relatively rare for people to leave jobs in which they are happy even when offered a higher salary elsewhere. Employer-employee relationship plays a vital role on turnover. Lack of role clarity by management can lead to labor turnover. Supervision is an extrinsic factor and “dissatisfying” as well as a “demotivating” just like pay.

This is because employees tend to perform better when they are under less supervision and freedom to exercise initiatives, judgment and self-approach to work (Shukla & Sinha, 2013).

2.4.3 Work environment

If working conditions are substandard or the workplace lacks important facilities such as proper lighting, furniture, restrooms and other health and safety provisions, employees will not be willing to put up with the inconvenience for long time. Organizational instability has been shown to have a high degree of high turnover. Indications are that employees are more likely to stay when there is a predictable work environment and vice versa. In organizations where there was a high level of inefficiency there was also a high level of staff turnover. For employer losing a single key worker the likelihood of project success and investor confidence may significantly

reduce. Main causes of turnover are salary, working environment and security of job. Turnover particularly arises from unhappiness from job place. In contrary employees are also pushed to leave their current job due to the dissatisfaction in their present workplace (Rion, 2009).

2.5 Empirical Review

Employees decided to leave their organization when they become dissatisfied with their jobs. Job satisfaction with the current job reflects an indicator to predict employee turnover in the organizations may be low in finding another job due to a positive experience with their organization's policies (Rehman, 2012). Adequate and flexible benefits can demonstrate to employees that a company is supportive and fair, and there is evidence to suggest that benefits are one of the top reasons why employees choose to stay with their employer or to join the company in the first place (Lockhead and Stephens 2004). Unequal or substandard wage structures fall under this category as well. When two or more employees perform similar work and have similar responsibilities, differences in pay rate can drive lower paid employees to quit. If they are paid less than other employers for similar work, employees are likely to quit for higher pay, if other factors are relatively equal (Handelsman, 2009).

Employees always look for companies who offer more benefits and compensation package.

The most common reason for employee turnover rate being so high is the salary scale because employees are usually in search of jobs that pay well and availability of higher paying jobs facilitates their decision to leave the job and organization. Firth et al., (2004) says that workers, whose salaries fall in short of the going market rate, may feel undervalued at their current companies and look for a company that will pay them what they're worth.

Irshad (2009) in his finding, the area of work environment found that it is key factor in employee retention, it is also found that employees leave the job due to work environment and organizational justice (distributive justice and procedural justice). It also plays a pivotal role in employee retention, it is revealed from study that, if organization want to retain their prowess employees, organization must follow fairness formula. So, organizations should be realized that, working conditions in an organization have a role to play in deciding whether to stay or leave. These are the gaps that may be explored. Good working conditions may serve as a motivating factor to employees, in order to stay in an organization. Low incentive and benefits packages, is also an important factor for high employee turnover intention.

When a worker is employed with limited benefits, there is little incentive to stay, even if he/she is offered slightly higher rate of salary. For these reasons, most companies focus on employee retention strategies regardless of pay levels.

Rampur, (2009) in his study concluded that employees prefer other companies which may provide them with higher posts and increased benefit packages. Manu et al. (2004) argue that employees quit from organization due economic reasons. Using economic model they showed that people quit from organization due to economic reasons and these can be used to predict the labor turnover in the market. Consequently, good local labor market conditions with availability of alternative and high paying organizations will drive turnover.

According to Catherin (2011), employees should always be rewarded and recognized for work well done but not basing on only policies of the organizations. Bajpai & Srivastava (2004) notes that, promotion are offer prospects of growth and career advancement. Since fair promotion policies are important to employees, they seek promotion policies and practices that they perceive to be fair and unambiguous, and in line with their expectations.

Larson (2004) says career progress creates stress on employee's understandings of the worth of his or her career prospects. Career advancement gives satisfaction and sense of accomplishment for employee. When there is obstacles in career development, which can appear at any time during an employee's employment period, arose stress in the employer. These stressors can include an array of problems like being stuck at a position, without any hopes of progress or threats of downsizing.

This cause's high turnover intention as it creates an attention on an employee to consider or look for other companies with career advancement opportunities. if no prospect or potential opportunity for career advancements or promotions and most positions are held in the company including company's then the employees shift to other company's which may provide them with higher posts if career is the major goal of an individual beyond other things.

besides, Phillips & Connell (2003) concluded that provision of development opportunities for individual employee is vital for the organization in order to enhance employees 'proficiencies and improve their chances of getting higher posts.

Taylor (2002) mentions that employees need managers, who know and understand them and who treat them fairly. Employees also choose managers who can be trusted. If employees feel that their managers are fair, reasonable and supportive, their levels of job satisfaction increase. Besides, if the manager shows interest in the well-being of employees and is supportive and sensitive towards employees emotionally, employee job satisfaction also increases (Egan, Yang & Bartlett, 2004).

According to SIAS (2005) research, quality of subordinate and supervisor relationship negatively related to employee turnover intention. Griffeth and Hom (2001) a management researchers, state that bad supervision is a prime malefactor of turnover. besides, little supervision and less support from managers/supervisors in conducting the assignment, lack of fixing issues or problems decreases workers' ability to cope with their stressful jobs, leads to high level of personal tension thereby increased likelihood of leaving jobs (Mondy, 2010).

Mbah (2012) argues that employees tend to perform better when they have under less supervision and freedom to exercise initiatives, judgment and self-approach to work. Therefore, supervision has to be supportive and beneficiary for the employee and it needs to be balanced. job security is stated as a person`s expectations about continuity in a job situation. This definition takes beyond concern over continuation of employment with an employer. Many researchers have successfully found the link between job security and employee turnover intention. High job security leads towards reduced turnover intention.

Working conditions in an organization have a role to play in deciding whether to stay or leave. Good working conditions may serve as a motivating factor to employees, in order to stay in an organization; whereas non-conducive environment contributes to employee turnover. a stimulating work environment that makes effective use of people's skills and knowledge, allows them a degree of autonomy on the job, provides an avenue for them to contribute ideas, and

allows them to see how their own contribution influence the company's well-being (Luthans, 2002).

2.6 Conceptual frame work

The conceptual frameworks for the study has taken job performance as dependent variable and, personal factors, social economic factors, job stress, compensation(salary), organization and work factors, employee relationship with management, career growth, as an independent variable which if not managed and implemented properly leads to turnover. The above mentioned independent variables negatively impact turnover, the dependent variable. They can be seen as avoidable variables. Addressing these issues could also be considered as addressing the effects of employee turnover on job performance.

Independent variable

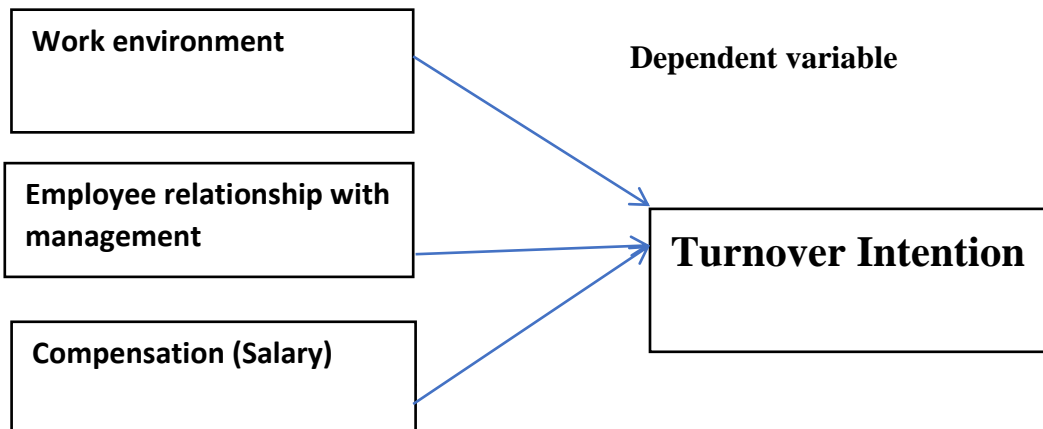


Fig 2.1 Conceptual framework developed based on (Ninjua, 2016)

CHAPTER THREE

Research Methodology

3.1 Introduction

This chapter described the methodology the researcher adopted in carrying out the study. to provide information about research design, population size, sample size, data collection instrument, variables, data analysis material and procedure and anticipated and ethical issue of the study.

3.2 Research Design

Research design is to represent away how to approach our research and condition for collection and analysis of the data to combine relevance to research purpose. This research used descriptive and explanatory research design type for analyzing the data to find out the major factors influencing employee turnover intention in moha soft drinks industry Share Company, the case of summit plant.

3.3 Research approach

This research employed both qualitative and quantitative data to find out the major factors influencing employee turnover intention in moha soft drinks industry Share Company, the case of summit plant. These research approach were used to measure and quantify the relationship between the dependent and independent variables.

3.4 Target Population and Sample Size

Population for a survey is the entire set of units for which the survey data are to be used to make inferences. Thus, the target population defines those units for which the findings of the survey are meant to generalize. The population for this study is covered 2800 (two thousand eight hundred) employees which comprise all genders, starting from middle managers to lower level employee in moha soft drinks industry share company, summit plant. Therefore, the researcher used this target population as a base for calculating the sample size.

Sample size is the actual participant of the research. The sample size of the participant was select sample by the formula Slovin's according to Stephani Ellen (2020), Solvins formula provides the sample size (n) using the known population size(n) the acceptable error value (e).this formula is also similar with Yemane (1967). According the sample size is determined by using the statistical formula. Based on the assumption of 95% confidence level and $p = .05$ and the estimated population size 2800.

$$\text{sample size} = \frac{\text{Population size}}{1 + \text{Population size}(e)^2}$$

$$\text{sample size} = \frac{2800}{1 + 2800(0.05)^2}$$

$$\text{sample size} = 350$$

Therefore, the sample size of this study were 350 employees from Moha Soft Drinks Industry Share Company, Summit Plant

3.5 Sampling Design

Stratified sampling was used to select the sample and purposive sampling to select the actual cases will be used, As Adrian (2009) argue, stratified sampling is normally used to overcome problems associated with a geographically dispersed population when face-to-face contact is needed. For this study the stratified sampling technique is appropriate way for selecting employee because the target populations are not homogeneous population. And through this technique stratified sampling will be used to select the participant of the research.

3.6. Sources of Data

The study was mainly based on the primary data source. A questionnaire was distributed to respondent who have been employees of moha soft drink Company. The questionnaire was designed based on previous empirical literature and its consistency was pre-tested using Cronbach Alpha. The components of employee turnover intention items was measured on 5-point Likert- scale ranging from 1(strongly disagree) to 5 (strongly agree).The research respondents were asked to indicate the degree of agreement or disagreement on employee turnover intention their company. Some demographic questions were also forwarded. Every questionnaire was personally handed and instructions were given to each employee before completing the questionnaire.

3.7 The Research Model

The aim of this study was to examine the factors influencing employee turnover intention in moha soft drink company the case of summit plant.. The researcher was employee multiple linear

regression model to determine the significance level of factors influencing employee turnover intention.

Employee turnover = f (factors influencing employee turnover).

The following model was formulated for this research to test the research. To achieve the research objective and to test the research questions, this study used the model developed by Mihret and Yismaw, (2007); George et al (2015).

Basically, Employee turnover = $\alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$

Where,

X1=work environment

X2= employee relation with management

X3= compensation (salary)

Here α is constant and β is coefficient of estimate and ε is the error term. Employee turnover intention is dependent variable and X1 to X3 are independent variables. The three independent factors namely work environment, employee relation with management and compensation (salary) had been established based on literature review.

3 8 Data collection Instrument

The instruments were implementing to gather the data for this study is questionnaire. The questionnaire is design in the form of open ended and close ended. The questions reflect the research goals of this study at summit plant moha soft drink company. The questionnaire were developed to measure the study variables in five point Likert scale.

3.9 Data Analysis Method

The study was used quantitative and qualitative data analysing methods. Descriptive and inferential data analysis tools were used to measure frequencies, percentages, and standard deviation graphic and tabular representation. Pearson's correlation coefficient and multi-linear regression analysis was used to test interdependence between the independent and dependent variables. The independent variables are work environment, employee relationship with management, compensation (salary) while the dependent variable is employee turnover intension.

3.10 Validity and Reliability

The validity of this study were maintained by using various literatures to confirm the measurement of each variable in an effort of the major factors influencing employee turnover

intention in moha soft drinks industry share company, the case of summit plant. Advisor commented and other expert involved in the study were also be utilized to ensure the validity of this study. Additionally, the measurements of the scales used taken by confirming various sources and scholars. Regarding the reliability of items, their consistencies were measured in terms of Cronbach's alpha using Spss software to make sure their reliability.

The Cronbach's Alpha is the most well accepted reliability test tools applied by social researcher. The closer Cronbach's Alpha to 1.0, the higher the internal consistency reliability (Sekaran, 2003)

TABLE3.1: CRONBACH'S ALPHA RESULTS

factors	Number of Items	Cornbrash's Alpha	Remark
Work environment	5	.944	Reliable
Employee management relation	5	.996	Reliable
Compensation(salary)	5	.982	Reliable

(Source: Researcher Survey Result, 2020)

All the items in the case of total sample have Cronbach Alpha values of greater than 94% it shows the highest reliability and consistency of the questioner.

3.11 Ethical issue in the study

When questionnaires are distributed to respondents, first inform on the introduction part of the paper about the title and objective of the study. Besides to develop respondents confidence they has been informed that their responses be kept confidentially and the information uses only for academic purpose.

CHAPTER FOUR

4. Data Analysis, Presentation & Interpretation

4.1. Introduction

This section contains data analysis, presentation and interpretation of findings. The study intended to determine the factors affecting employee turnover intension in moha soft drinks industry Share Company. The section discusses about the results of the study under the following headings: questionnaire return rate, demographic characteristics of the respondents, objectives of the study namely effects of organizational factor on employee turnover, societal factors of employee turnover and personal factors of employee turnover in moha soft drinks industry Share Company. from the total population of the sampling design was selected by using stratified sampling technique which was 350 questionnaires were collected and used for the purpose of the study but the rest were not collected and were not used for the purposes of this study.

4.2. Response Rate

To determine the number of the respondents who filled and submitted back the questionnaires, an analysis of the response rate was conducted. table 4.1 presents that the response rate was 350 respondents which was 95% of the total sample size and the non-response rate was 10 (5%) from 100%. the response rate of 95% was considered appropriate since according to Mugenda (2003). a response rate of 30-50% of the total sample size provides enough data that can be used to generalize the characteristics of a study problem as expressed by the opinions of few respondents in the target population. the study hence considered the 95% response suitable for analysis of impacts of employee turnover on organizational productivity. Descriptive statistics were used to analyze the background information of participants.

TABLE 4.1: RESPONSE RATE

Category	Frequency	Percentage
Response	350	95%
Non response	19	5%
Total	369%	100%

4.3. Descriptive analysis for demographic characteristics of the respondents

This section discusses the respondent's gender, age, marital status and the level of education. These social attributes were relevant to the study since they enabled the respondent to provide information that is valid, reliable and relevant to the study.

As shown in the table below, a total of 350 people responded to the questionnaire in the study and 55.1% of the respondents to the study were male and 44.9% female which shows that most of the study participants are male as reflected in table 4.2.

TABLE 4.2: GENDER OF THE RESPONDENTS

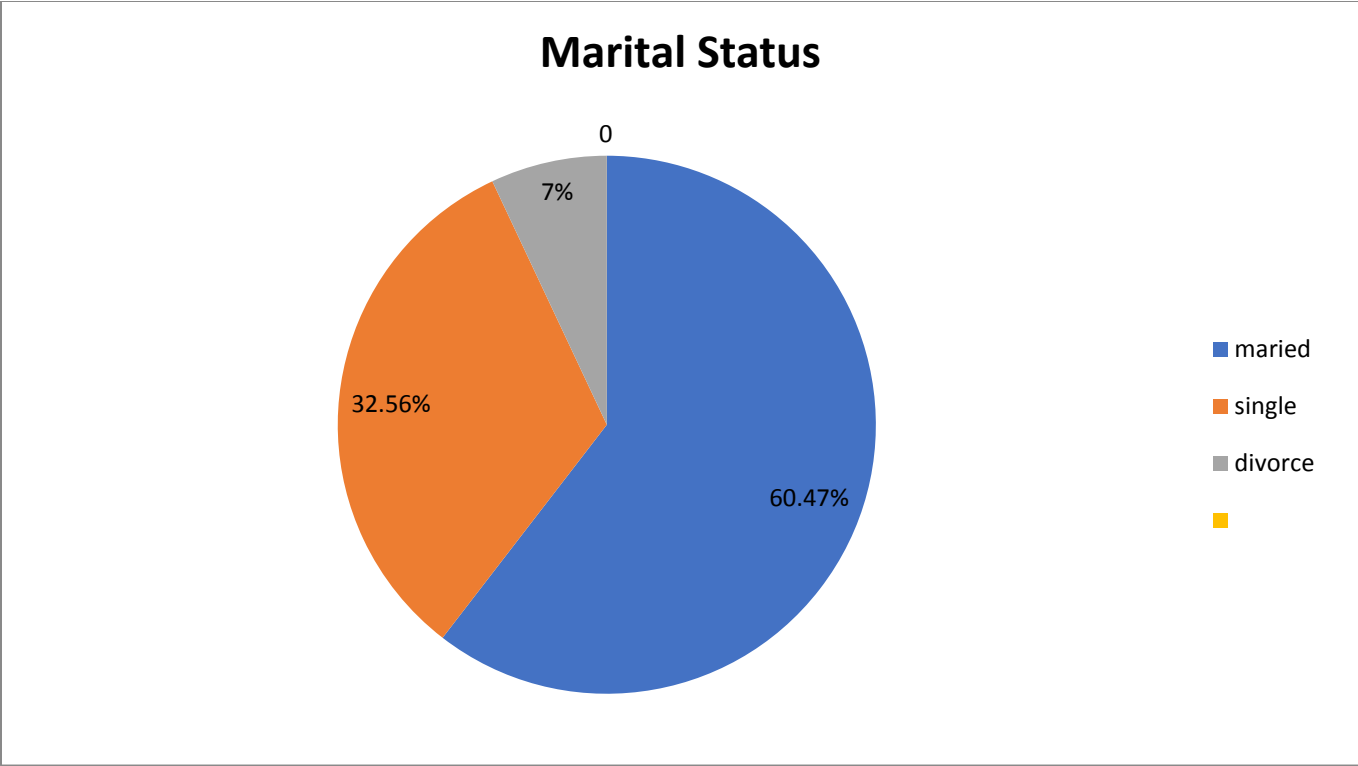
gender of respondent	frequency	percentage
Male	193	55.1%
Female	157	44.9%
Total	350	100%

Source; survey questioners 2022

TABLE 4.3: AGE OF THE RESPONDENTS

Age of respondent in years	Frequency	Percentage
18-25	110	34.4 %
26-35	188	53.7%
36-50	34	9.7 %
51-60	18	5.1%
total	350	100%

From the above table 4.3, depicted that the findings show that majority of the respondents were 26-35 years in age, while 5.1% in the age brace in 51-60 years. This shows that most staffs are in their middle age, so this indicated those deliver age groups were found 26-35 and this finding states this age of employee is a factor of turnover because the adult individuals want to gain more income which is paid in moha soft drinks industry Share Company.

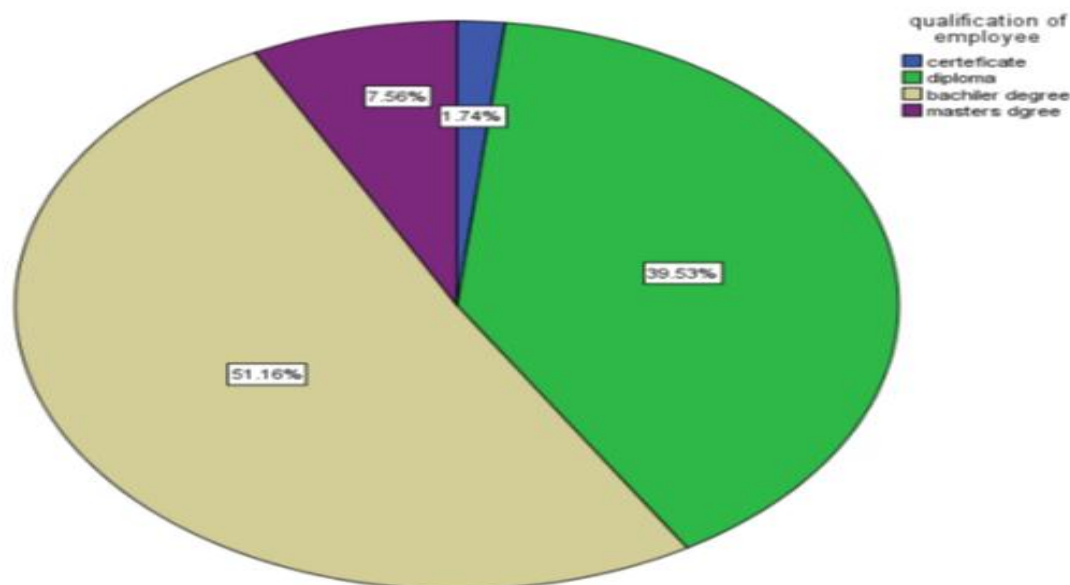


Source; survey questioners 2022

4.3.1. Marital status of the respondents

figure 4.1 were included to the marital status of the employee of respondents in different categories, so that 60.47 % of the respondents were married, 32.56 % were single of respondents and 6.98 were divorced, so based on the above information we concluded that the major employee were founded to be married. this indicated that most of the respondents were married and marital states was not an important factor of turnover in moha soft drinks industry share company because most of the employee were married they are not thinking about leaving the organization as well as working hard to cover their family expenses and other situation.

4.3.2 Education level of the respondent



From the above figure 4.2. depicted that the 51.16% of the respondents had attained bachelor's degree level of education while 1.74% had certificate, 7.56% had attained master's degree and the 39.53% were attained higher diploma levels. This indicates that majority of the respondents (51%) have academic degrees. this indicated that the academic performance of an individual was a factor that affected turnover in moha soft drinks industry share company. Which indicates that the bachelor degree (51%) holders have more turnover due to the fact that to generate more therefore educational.

TABLE 1 **TABLE 4.4 WORK ENVIRONMENT FACTORS OF EMPLOYEE TURNOVER**

item	measurement	frequency	percent
Working conditions are not substandard in the company.	strongly agree	262	75%
	agree	42	12%
	neutral	28	8%
	disagree	10	3%
	strongly disagree	8	2%
Total		350	100%
	strongly agree	262	75%

The company has important facilities such as proper lighting, furniture, restrooms and other health and safety	agree	42	12%
	neutral	28	8%
	disagree	10	3%
	strongly disagree	8	2%
Total		350	100%
My job is related to my educational qualification?	strongly agree	262	75%
	agree	42	12%
	neutral	28	8%
	disagree	10	3%
strongly disagree	8	2%	
Total		350	100%
The company recognizes individual ability			
	strongly agree	262	75%
	agree	42	12%
	neutral	28	8%
	disagree	10	3%
strongly disagree	8	2%	
Total		350	100%
The company gives acknowledgment for gender equality.	strongly agree	262	75%
	agree	42	12%
	neutral	28	8%
	disagree	10	3%
	strongly disagree	8	2%
Total		350	100%
My job is related to my educational qualification?	strongly agree	262	34.3%
	agree	42	36.6%
	neutral	28	15.1%
	disagree	10	9.3%

	strongly disagree	8	4.7%
Total		350	100%
There is good promotion opportunity in the company.	strongly agree	262	75%
	agree	42	12%
	neutral	28	8%
	disagree	10	3%
	strongly disagree	8	2%
Total		350	100%

From the above table 4.4, depicted that the work environment factors of employee turnover o rate, so based on the respondent for the question .the study showed that 75% of respondents strongly agreed that working conditions are not substandard in the company. in addition to this 12% of the respondents answered that the company has important facilities such as proper lighting, furniture, restrooms and other health and safety. Therefore as we can see from the above table working environment has direct effect on employee turnover.

4.5 Work compensation (salary) factors of employee turnover intention

TABLE 2TABLE 4.5 WORK COMPENSATION (SALARY) FACTORS OF EMPLOYEE TURNOVER INTENTION

item	measurement	frequency	percent
Compared with the company industry market rate, the company has economic wise salary pay to employees	strongly agree	152	43%
	agree	82	23%
	neutral	58	17%
	disagree	45	13%
	strongly disagree	13	4%
total		350	100%
The company has economic wise compensation and benefit packages.	strongly agree	152	43%
	agree	82	23%
	neutral	58	17%
	disagree	45	13%
	strongly disagree	13	4%

Total		350	100%
There is no feeling of unequally paid while performing similar work	strongly agree	152	43%
	agree	82	23%
	neutral	58	17%
	disagree	45	13%
	strongly disagree	13	4%
Total		350	100%
There is congruence between my work expectation and my family life	strongly agree	152	43%
	agree	82	23%
	neutral	58	17%
	disagree	45	13%
	strongly disagree	13	4%
Total		350	100%
The demands of my work do not interfere with my home and family life	strongly agree	152	43%
	agree	82	23%
	neutral	58	17%
	disagree	45	13%
	strongly disagree	13	4%
Total		350	100%
The amount of time my job takes up do not affect me to fulfill family responsibilities	strongly agree	152	43%
	agree	82	23%
	neutral	58	17%
	disagree	45	13%
	strongly disagree	13	4%
Total		350	100%
My job doesn't produces strain that makes it difficult to fulfill family duties	strongly agree	152	43%
	agree	82	23%

	neutral	58	17%
	disagree	45	13%
	strongly disagree	13	4%
Total		350	100%

From the above table 4.5, depicted that the work compensation (salary) factors of employee turnover intention rate, so based on the respondent for the question showed that 43% of respondents strongly agree that work compensation (salary) directly affects employee turnover intention in moha drink Share Company. About 4% of the employees disagree that employee turnover does not affects compensation salary, therefore most of the respondents agree that salary compensation affects employee turnover.

4.6 Employee relationship with management of employee turnover Factors

TABLE 4.6 EMPLOYEE RELATIONSHIP WITH MANAGEMENT OF EMPLOYEE TURNOVER FACTORS

There is smooth relationship between the employee and the management	strongly agree	182	52%
	agree	92	26%
	neutral	34	9%
	disagree	20	6%
	strongly disagree	22	7%
Total		350	100%
There is less supervision in the company makes it difficult to fulfill family duties	strongly agree	182	52%
	agree	92	26%
	neutral	34	9%
	disagree	20	6% %
	strongly disagree	22	7%
Total		350	100%
Often i don't think about quitting my present job	strongly agree	182	52%
	agree	92	26%
	neutral	34	9%
	disagree	20	6%
	strongly disagree	22	7%

Total		350	100%
I will not probably look for a new job soon	strongly agree	182	52%
	agree	92	26%
	neutral	34	9%
	disagree	20	6%
	strongly disagree	22	7%
Total		350	100%
I planned to work in this organization for the years to come	strongly agree	182	52%
	agree	92	26%
	neutral	34	9%
	disagree	20	6%
	strongly disagree	22	7%
Total		350	100%
I don't have any intentions of quitting my present job	strongly agree	182	52%
	agree	92	26%
	neutral	34	9%
	disagree	20	6%
	strongly disagree	22	7%
Total		350	100%

From the above table 4.6, depicted that the employee relationship with management factors of employee turnover intention rate affects positively. As the above table showed that 52% of the respondents agree that employee relationship with management directly affects employees turnover in moha soft drink industry Share Company, in addition to this most of the respondents agree that there is smooth relationship between the employee and the management.

4.7 Inferential Analysis

TABLE 3 TABLE 4.7 INFERENCE ANALYSIS

		Work environment	Employee management relation	Compensation (salary)
Work environment	Pearson correlation	1	.981	.954
	sig. (2-tailed)		.000	.000
	n	350	350	350
Employee management relation	Pearson correlation	.981	1	.950
	sig. (2-tailed)	.000		.000
	n	350	350	350
Compensation (salary)	Pearson correlation	.954	.950	1
	sig. (2-tailed)	.000	.000	
	n	350	350	350

Source: SPSS output of the questionnaire survey, 2022

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

The correlation coefficient is a measure of the strength of the straight line or linear relationship between two variables. Value between 0.7 and 0.1 (-0.7 to -0.1) indicates a strong positive (negative) linear relationship via a firm linear rule.

The independent variables of convenience have a positive correlation with efficiency which is significant at p-value 0.000. This indicates that the factors influencing employee turnover intention in moha soft drink industry work environment has positive effect with employee management relation. Hence moha soft drink industry is able to improve their work environment for efficient employee management relation.

From the above table 4.7. Depicted that the correlation analysis of the predictor variables with the outcome variable of the employee turnover so the study showed that the correlation between employee turnovers with the environmental factor of the employee was positively and highly

correlated. The correlation between employee management relations of the employee with the employee turnover rate was positively correlated, and the correlation of compensation (salary) of turnover highly correlated with turnover rate. So based on the result of the correlated value concluded that the employee turnover rate is increasing with their environmental and employee management relations of employee turnover rate. And also the correlation between the compensation (salary) with societal factor was less positively correlated.

4.7.1 Multiple regression assumption test

4.10.1 Absence of multi colinarity assumption test

Multi Collinearity can be measured by vif and degree of tolerance. The value of vif (variance inflation factors) is less than 10 and the degree of tolerance value is greater than 0.1 the assumption of absences of multi Collinearity is satisfied but the value of vif is greater than 10 and the value of tolerance is less than 0.1 the assumption is violated

TABLE 4.12 MULTI COLLINEARITY TEST

Coefficients		
Model	Tolerance	VIF
Work environment	0.778	1.286
Employee management relation	0.681	1.272
Compensation (salary)	0.786	1.272

Source: SPSS output of the questionnaire survey, 2022

From the above table 4.12 observed that to test the multi Collinearity test of the predictor variables for this study showed that for all predictor variables does not show the multi Collinearity effect. We use the vif as an indicator of multi Collinearity that means if vif is greater than 10, there is multi Collinearity. so for this study the study variables of vif is less than 10 and the tolerance value was greater than 0.1, so we concluded that the assumption of absence of multi Collinearity was fulfilled.

4.7.2 Normality assumption test

Normality can be checked by drawing histogram and pp-plot, if the distribution of error terms under histogram is approximately normal (bell shaped), and the distribution of points in pp- plot lays around the straight line normality is attained otherwise it is violated.

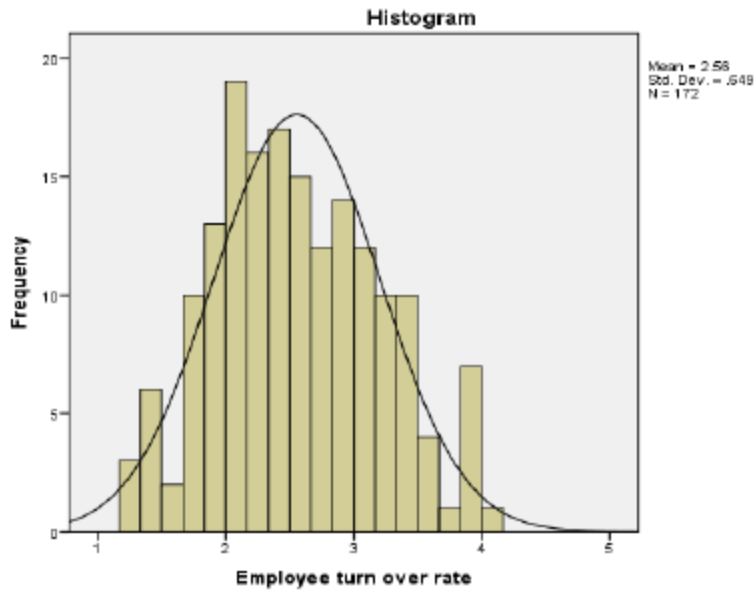


Figure 4.3: Normality assumption by using histogram

From the above figure4.3, shows that the data was almost normal and indicates that the data satisfy the normality assumption for employee turnover rate moha soft drinks industry share company.

4.7.3 Linearity test linearity

Linearity test linearity can be checked by drawing the scatter plot of response variable versus fitted value. To attain linearity the pattern of the plot must be approximately linear.

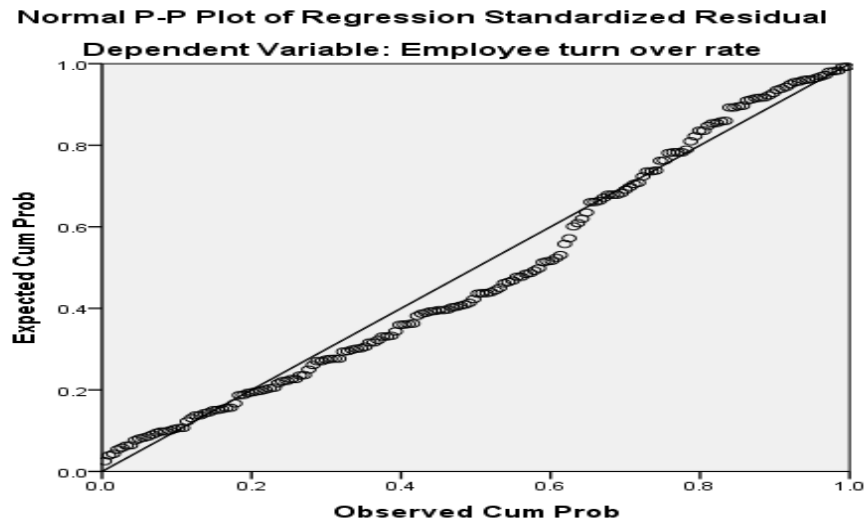


Figure 4.4: normal probability plot

Observe on the p-p plot all observations are lies approximately through the line which shows the data were satisfied the linearity assumption which indicates that the linear relationship between the residuals and the outcome variable for employee turnover rate.

4.7.4 Constant variance assumption test

Constant variance can be checked drawing the scatter plot of standardize residual versus fitted value the scatteredness of points in the plot must be random, it shouldn't show any pattern.

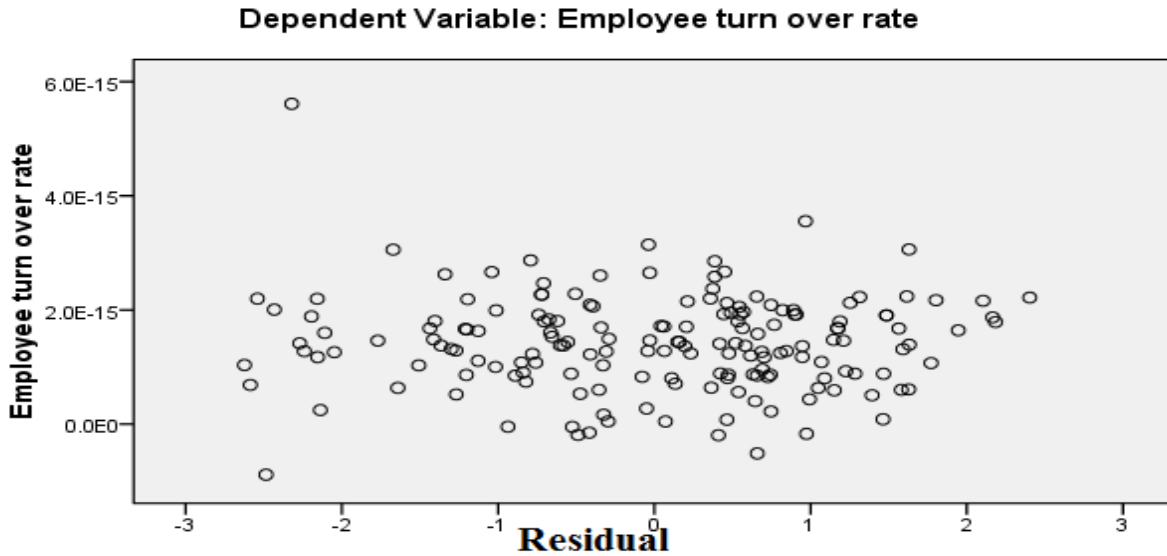


Figure 4.5: constant variance

From the above figure 4.5, depicted that, there was a constant variance is existed, because of the residuals values was lies between the values does not exceed -3 and +3. Furthermore all the observations were found between -3 and +3, this implies that there is outlier observation

4.7.5 Analysis of multiple linear regressions model

Under multiple regression analysis, the following methods of analysis are used. The first task of multiple regressions was performed above with the help of the four assumptions and the next was beta coefficient. So that the model can be developed and the factors affecting employee turnover can be identified, the student researcher relied on unstandardized and standardized beta coefficients respectively

The overall regression model and its Anova are summarized as follows:

TABLE 5TABLE 4.9GOODNESS OF FIT THROUGH R SQUARE

Model	R	R Square	Adjusted R Square	Std. Error Of The Estimate	F
1	.994	.988	.988	.100	.5515.87

a. Predictors: work environment, employee management relation and compensation (salary)

b. Dependent variable: employee turns over

From the model summary in table 4.9 the value ($r=.994$) is the multiple correlation coefficient between independent variables work environment, employee management relation and compensation (salary) and dependent employee turnover.

The value of r square is a measure of how much variability in the outcome is accounted for by the independent variables. The result shows that a value of r square is .988 which implies that 98.8 percent variation was caused by the considered independent variables. 0.988 r square value means that the total variation in the dependent variable is explained or caused by 98.8 percent of the change in all independent variables and dependent variable. In other words 1.2 percent of the variation in employee turnover cannot be explained by these three independent variables. Positivity and significance of all values show that the model summary is also significant and therefore gives logical support to the study model.

Positive and significance of all values shows that model summary is also significant and therefore gives logical support to the present study model. The model is statistically significant or the p value for the model is less than (0.1). This means the fitness of the model in explaining employee turnover is influenced by the independent variables considered

TABLE 6 **TABLE 4.10: REGRESSION COEFFICIENT ANALYSIS OF THE MODEL**

Model	Unstandardized coefficients		Standardized coefficients	T	Sig.
	B	Std. error	Beta		
(constant)	.004	.033		.121	.904
Work environment	.525	.037	.543	1.422	.000
Employee management relation	.099	.038	.091	2.584	.010
Compensation (salary)	.178	.025	.169	7.220	.000

source :SPSS version.2022

a. Predictors: work environment , employee with management relation and compensation (salary)

b. dependent variable: employee turn over

According to table 4.10 the beta values tell us what degree each independent variable affects the outcome if the effects of all other predictors are held constant. each of the beta values has an associated standard error indicating to what extent these values would vary across different samples, and these standard errors are used to determine whether or not beta value differ significantly from zero.

For this model, the beta value for work environment is (beta=.543, $p < 0.01$), employee management relation (beta=.091, $p < 0.05$), compensation (salary) (beta=.169, $p < 0.01$), the result discloses that a significant relationship between independent variables and dependent variable.

Interpretation standardized beta coefficient:

The standardized coefficients are the coefficients which explained the relative importance of explanatory variables. These coefficients are obtained from regression after the explanatory variables are all standardized. The idea is that the coefficients of explanatory variables can be more easily compared with each other as they are then on the same scale.

As showed in the table 4.9 the standardized coefficients of the factors which affect employee turnover are listed from the largest value to the lowest respectively. Work experience, compensation (salary), work environment, employee management relation, gender relation, marital status, qualification of employee and age. The larger the standardized coefficient, the higher is the relative importance and contribution of the factors that affect employee turnover. The significance tests of 8 explanatory variable coefficients indicate that 3 of the explanatory variables are significant with p-value ($p < 0.05$) for affecting employee turnover. the other 5 of the 8 predictor variables had a p-value > 0.05 , and then it refers that these factors of employee turnover are not statistically significant for affecting employee turnover

A 1 standard deviation increase in standardized work environment is predicted to result

in 0.543 standard deviations increase in standardized complete employee turnover constant the remaining variables.

A1 standard deviation increase in standardized employee management relation is predicted to result in 0.091 standard deviations increase in standardized complete employee turnover holding constant the remaining variables

A 1 standard deviation increase in standardized compensation (salary) is predicted to result in 0.169 standard deviations increase in standardized complete employee turnover holding constant the remaining variables

Interpretation of Unstandardized Beta Coefficient

employee turnover = .004 + 0.525 (x1) + 0.099 (x2) + 0.178 (x3) + E

x1 = work environment

x2 = employee management relation

x3 = compensation (salary)

Here α is constant and β is coefficient of estimate and ε is the error term. Employee turnover is dependent variable and x1 to x3 are independent variables. The three employee turnover independent factors. keeping all other variables constant;

For every one-unit increment on work environment of employee turnover, the percentage of Employee turnover intention increases 52.5 percent

For every one-unit increment on employee management relation of employee turnover, the percentage of Employee turnover intention increases 9.9 percent

For every one-unit increment on compensation salary of employee turnover, the percentage of Employee turnover intention increases 17.8 percent

4.7.6 Exploring the hypothesis

Since the aim of the research was to describe the factors influencing employee turnover intention in moha soft drink industry, this particular section presents the results of the study indicated by statistics, using regression analysis and the effect of each independent variable tested is discussed

and analyzed. In the cases of work environment, employee management relation and compensation (salary) the research findings supported the literature by showing that all these factors are likely to impacts of the factors influencing employee turnover intention in moha soft drink industry

Summaries of hypothesis test result

TABLE 7TABLE 4.21 HYPOTHESIS TESTING

Hypothesis	Supported
H1: There is relationship between employee relationship with management and employee turnover intention in moha soft drinks industry share company.	yes
H2:There is relationship between compensation (salary)with management and employee turnover intention in moha soft drinks industry share company	yes
H3: There is relationship between employee relationships with work environment turnover intention in moha soft drinks industry share company.	yes

Based on the result of descriptive and inferential, based on mean value, correlation and regression increase in employee turnover also increase in independent variables and all the three hypotheses positive relationship with effect of employee turnover is accepted.

CHAPTER FIVE

Summary of findings, Conclusion and Recommendation

In the previous chapter, data analysis and interpretation has been presented. In this section, of the research thesis presented the summary, conclusions and recommendations are forwarded. It has three parts; the first part presents summary of findings, the second part conclusions of the study, the third part presents recommendation and finally, the possible future research areas are presented.

5.1 Summary of the finding

According to the findings of the study from the total distributed questionnaires (369), 350 questionnaires were collected and the rest 19 were not returned with the response rate of 95% and 5% respectively from 100% of the total sample size of population of the study. from the descriptive results of the finding the employee of moha soft drinks industry share company is dominated by male, the age of the most respondents is founded under the age category of 26-35, the education background of most respondents is bachelor degree, and organizational, employee management relations, compensation (salary), work environment of employee turnover affected employee turnover in moha soft drinks industry share company.

The inferential analysis result show that the employee management relations, compensation (salary), work environment factors of employee turnover highly correlated with employee turnover in moha soft drinks industry Share Company. From the result of multiple linear regression analysis the dependent variable employee turnover affected positively by gender, age, work experience, employee management relations, compensation (salary), and work environment factors of employee turnover in moha soft drinks industry Share Company. Additionally the result of open ended questionnaires”” and interview results was support the descriptive analysis and the inferential analysis of the study.

To summarize, the finding of the research indicate that there is relatively strong empirical evidence for the hypotheses stated. The result show that independent and dependent variable are positive relationship with hypothesis result.

5.2 Conclusions

The main purpose of the study was identifying the factors that affect employee turnover in moha soft drinks industry Share Company. And in this study the researcher has tried to identify the factors that affected employee turnover in moha soft drinks industry Share Company. from the results of the finding, concluded that the descriptive results of the finding the employee of moha soft drinks industry share company the age of employee , the education level of employee, the organizational, social and personal factors of employee turnover affected employee turnover in moha soft drinks industry share company. The study showed that the work load, promotion and all organizational social factors of turnover are a significance effect on turnover.

It can also be concluded that lack of training and development affected employee turnover in moha soft drinks industry Share Company. Opportunities for training and development are among the most important reasons why employees stay especially young and enthusiastic ones and it reduces anxiety of an individual because of unknown jobs.

It can be concluded that the payment or salary is factors that affect employee turnover in moha soft drinks industry Share Company. This is because social economic constraints cause of brain drain. Extra income from other sources contributes to socio-economic development.

It can also be concluded that the motivational activities are less in moha soft drinks industry Share Company and lack of the motivational activities is affected employee turnover in moha soft drinks industry Share Company by reducing initiation of the mind of an individual to do more.

All employee management relations, compensation (salary), work environment factors have significance positive effect on employee turnover based on the correlation analysis of the study.

From the result of multiple linear regression analysis the dependent variable employee turnover affected positively by employee management relations, compensation (salary), and work environment factors of employee turnover in moha soft drinks industry share company show as follow

It concluded that lack of educational chance is the other factor to employee turnover from the responses of the total respondents of open ended questioners. It can be concluded that finding

new thing or desire to gain benefit also the other factor of employee turnover in moha soft drinks industry Share Company.

5.3. Recommendations

The following policy recommendations were made from the findings of this study

- The employee should be satisfied with workload, supervisors and the management body should have strong supervision system capable of creating awareness on information required by staff to control high employee turnover. Could build strong relationship with the company employees to decrease the employee turnover.
- The management body of the organization should work hard and discuss together about work load in order to outline job design for every employee and be ready to employing new employees during turnover is existed other than giving over activities for the rest individuals.
- The organizations of moha soft drinks industry share company should offer challenging jobs and responsibilities for employees or workers and give recognition and reward for an individual who have score best performance and be role model for the others and it help employee to increase their loyalty and commitment to their office.
- The organizations of moha soft drinks industry Share Company should create conducive work environment to decrease employees turn over reducing dissatisfaction of employee.
- The management body of the should give attention fully and timely and give solution about the interest of the employee of the organization related with providing good supervision, fair and equal distribution of tasks, reduced stress, creating a motivational and pleasantness of job, the interference of individuals to each other about their responsibility and create or find other best solution to reduce and control employee turnover.
- The management body should understand identify the interest of an individual and try to create learning chance for employee for individual learning development and organizational change. They should offered employee to attend refresher courses or motivational activities because opportunities for training and development are among the most important reasons why employees stay especially young and enthusiastic ones.

- The responsible body in moha soft drinks industry share company should be provided good working conditions partially if it is possible fully for all areas of the to reduce the dissatisfaction of an employee about the working condition of their work which will make the staff motivated and increase staff retention.
- All of the management body and employee work together to create harmonized relationship with each other including the society to create additional idea to reduce turnover.

Finally the top level management bodies of the polices makers rule and regulations maker should work from top to down and down to top about each and every movement of their police, rules and regulation about the positive and the negative effects on the user of the police, the rules and the regulations as a and as wide range of a country to understand the problem and the strength of the policy related with the performance of it on institutions, organizations and each part of working area.

5.4 Suggestions for further researchers

- ❖ This research was focused only on the factors that affects employee turnover in moha soft drinks industry Share Company and it is not including the other to conduct the study of identifying the factors that affected turnover of employee. in this regard the researcher suggested that for the future researchers on the title of factors affecting employee turnover the researchers will conduct the study including the whole that mostly affected by turnover of employee to investigate the real solution of each and every as causes of employee turnover and recommended any police that help for controlling employee turnover.
- ❖ In this study the researcher conducted the study on the employee management relations, compensation (salary), work environment factors of turnover of employee and suggested for future researchers to identify the other factors of turnover of employee in any organization.
- ❖ This research was only focused to identify the factors that affected turnover of employee in moha soft drinks industry share company but not seen the output or the product of turnover on the performance of an individual and the productivity of an organization.

- ❖ The researcher suggested that for future researchers to conduct the study in different area that identify the causes of turnover with its positive and negative side in the performance of an individual and the productivity of an organization.
- ❖ In this research the researcher conduct the research with in the one year time limit and suggested for the future researcher to conduct the research on this title deeply and more focused on the long time to gain and conduct the exact problem and solution of employee turnover in wide area of the country.

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Appendix
Questionnaire for Customers
Masters of Business Administration (MBA)
Post Graduate Program

Dear Respondents:

The study is intended to assessing the factors influencing employee turnover intention in moha soft drinks industry Share Company. So, this questionnaire is designed to draw your honest view regarding your response. The information you provide will be treated with high confidentiality and used for academic purpose only. Please be honest in all responses; hence your co-operation, truthfulness and assistance will be highly appreciated for the needed outcome.

Thank you so much in advance for your precious time and cooperation!

Thank you for your kind cooperation in advance!

General instruction: please put a tick mark in the appropriate box.

Part 1: Socio- demographic information

1, Sex

Male

Female

2, Age _____

3, marital status

Married

Widowed

Divorced

Single

4, Educational background

certificate

diploma

ba/ bsc degree

master's degree and above

5, Your work experience (in years) _____

6, Salary grade

3000-5000 _____

5001-7000_____

7001-9000_____

9001-12000_____

Research Topic

Kindly answer the following questions to the best of your knowledge by ticking (√) the box that represents your answer (turnover rate will be computed by dividing average turnover from questionnaire with total number of employees)

Employee turnover questions-

7. In the last one year have you had any employees leave the company?(Hr. manager only)

- a). yes
- b). no

8. If yes, how many employees left?(Hr. manager only) _____

9. How of these employees left (kindly indicate) (Hr. manager only)

- a). voluntarily
- b). involuntarily/dismissed

10. Kindly indicate the type of employee turnover for those who left the moha soft drink industry share company? (Hr. manager only)

- a). functional turnover
- b). dysfunctional turnover
- c). avoidable turnover
- d). unavoidable turnover

11. According to you, what are the reasons for the employee turnover at the moha soft drink?

- a) Uncompetitive compensation package
- b) Job and employee skill mismatch
- c) Less growth opportunities
- d) Less recognition
- e) Poor working conditions
- Other (please specify) _____

12. Kindly indicate some of the things which the moha soft drink can do to reduce employee turnover?

- a) offer competitive pay package
- b) treat each employee with respect regardless of their job

- c) offer flexible working hours
- d) offer good working environment
- e) offer opportunities for growth

13. Of the turnover costs, which one(s) costs the organization more (tick more than one)

- a) recruitment costs
- b) interview costs
- c) training costs
- d) administration costs
- e) separation costs

14. What do you think is the cost of recruiting a new employee?

- a). very low
- b). low
- c). no cost
- d). high
- e).very high

15. Please indicate the type of organizations employees join when they leave the moha soft drink

- a). an organization in the same sector
- b). an organization in a different sector
- c). further study

d). self-employment

e). not working

part 2: For the following Likert scale questions:-

tick (√) or check the appropriate cell by expressing your opinion on the following 5-points scale shown below to the best of your knowledge.

rating scale: 1=strongly disagree (sd); 2= disagree (da); 3=neutral (n); 4= agree (a); 5=strongly agree (sa).

Factors influencing employee turnover intention						
No	Work environment factors	5	4	3	2	1
1	Working conditions are not substandard in the company.					
2	The company has important facilities such as proper lighting, furniture, restrooms and other health and safety.					
3	My job is related to my educational qualification?					
4	The company recognizes individual ability.					
5	The company gives acknowledgment for gender equality.					
6	My job is related to my educational qualification?					
7	There is good promotion opportunity in the company.					
8	There is professional ethics in the company.					
9	There is no threat of downsizing.					
No	Compensation (salary) factors	5	4	3	2	1
1	Compared with the company industry market rate, the company has economic wise salary pay to employees.					
2	The company has economic wise compensation and benefit packages.					
3	There is no feeling of unequally paid while performing similar work.					
4	There is congruence between my work expectation and my family life					
5	The demands of my work do not interfere with my home and family life					
6	The amount of time my job takes up do not affect me to fulfill family responsibilities					
7	My job doesn't produces strain that makes it difficult to fulfill family duties					
No	Employee relationship with management factors	5	4	3	2	1
1	There is smooth relationship between the employee and the management					

2	There is less supervision in the company.					
3	There is no role clarity by management.					
4	I don't have any intentions of quitting my present job					
5	Often i don't think about quitting my present job					
6	I will not probably look for a new job soon					
7	I planned to work in this organization for the years to come.					

Part 3

1, In your view what should be done to reduce the labor turnover patterns that are being experienced? Please tick (√) the appropriate by ranking.

- 1) Increase salaries of all workers___
- 2) Increase employee relationship with management_____
- 3) Reduce the work load by employing more workers ___
- 4) Provide training and development opportunities for career growth_____
- 5) Other suggestion if any,

2, what is the company doing to reduce the labor turnover patterns being experienced?
nothing_____

- 1) Finding out why workers are leaving_____
- 2) Involving workers in decision making_____
- 3) Management working closely with the workers trade union_____
- 4) Other deed if any, _____

3, Other remark related to factors affecting employee turnover.

Thank you for your participation!