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THE EFFECT OF JOB SATISFACTION ON EMPLOYEES' TURNOVER INTENTION

(THE CASE OF SHEGER PARK FRIENDSHIP

SEQUARE PHASE 1 AND 2)

BY

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Addis Ababa

Date: July , 2023

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ENDORSEMENT

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

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St. Mary's University, Addis Ababa July 2023

Declaration of the Study

I hereby declare that this thesis is the outcome of my own work and the study prepared for the partial fulfillment of Master's degree in MBA for the best of my own effort and knowledge entitled on "The effect of Job Satisfaction on Employees Turnover Intention" in the case of Sheger Park Friendship square phase 1 and 2. I have done the study independently under the close supervision of my advisor, Habtamu Abebaw (PhD). Besides, I further confirm that, all the source materials employed for the study have been acknowledged in the references accordingly.

Declared by: Meaza Eshetu

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Day _____

ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

The Effect of Job Satisfaction on Employees' Turnover Intention:

The Case of Sheger Park Friendship square phase 1 and 2

BY

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Abstract

The main purpose of the study was to examine the effects of job satisfaction on employees' turnover intention of Sheger Park Friendship Square phase 1 and 2. Quantitative research approaches were used to collect data through the utilization of a questionnaire respectively. The respondents were randomly selected from Sheger Park Friendship Square phase 1 and 2 employees. The questionnaire design includes 7 items of demography, 5 dimensions of job satisfaction with 23 items, and 1 dimensions turnover intention with 4 items and. Independent and dependent variables' items utilized five Point Liker scales. A total of 122 questionnaires were administered and 111 were analyzed with a response rate of 90.36 %. The reliability and validity tests were done before analyzing the data. Data analysis was done by descriptive statistics, correlation, and regression analysis using SPSS 26(Statistical Package for Social Science). Four factors of job satisfaction; achievement and recognition, compensation/pay, work environment and job security. Were found to Medium employee job satisfaction at Sheger Park Friendship Square phase 1 and 2. The study also found employees have a high level of intention to leave the company. All aspects of job satisfaction were found to be strongly linked with turnover intention. Furthermore, the study found that all factors of job satisfaction explained 30.7 % of turnover intention. Since this model explains only 30.7% of the dependent variable that reveals the model is weak. Therefore, to increase employee satisfaction level and to reduce turnover intention the management must focus to improve the factors of job satisfaction have a high impact on turnover intention.

Key Words: *turnover intention, job satisfaction, work environment, job security, recognition and achievement and compensation.*

Contents

Acknowledgement i
Abstract ii
LIST OF TABLES v
LIST OF FIGURE vi
CHAPTER ONE 1
INTRODUCTION 1
1.1 Background of the Study 1
1.2 Background of the Organization 3
1.3 Statement of the problem 4
1.4. Research Question 6
1.5Objective of the Study 6
1.5.1 General Objective 6
1.5.2 Specific Objective 6
1.6 Significance of the Study 7
1.7 Scope of the Study 7
1.8 Limitation of the Study 7
1.9 Organization of the Study 8
1.10 Operational Defination 9
CHAPTER TWO 10
2. REVIEW OF RELATED LITERATURE 10
2.1 Introduction 10
2.1 Theoretical literature 10
2.1.1 Definition of Job Satisfaction 10
2.1.2 Definition of Employee Turnover Intentions 11
2.1.3 Types of Turnover Intentions 12
2.1.4. Cause of Turnover Intentions 12
2.2. Theory of Job Satisfaction 13
2.2.1. Herzberg's Two Factor Theory 13
2.2.2. McClelland's Needs Theory 17
2.2.3. Equity Theory 17
2.2.4. Social Exchange Theory 20
2.2.5 The Theory of Planned Behavior 21

2.3 Effect of Job Satisfaction on Employee Turnover Intentions 22
2.3.1 Factors of Job Satisfaction 23
2.3.2 Work Environment 23
2.3.3Job Security 23
2.3.4 Recognitions and Achievements 24
2.3.5 Compensation 24
2.4 Empirical Review 25
2.5 Conceptual Framework 26
CHAPTER THREE 28
3. RESEARCH METHODOLOGY 28
3.1 Research Design and Approach 28
3.2 Data Sources and Collection Methods 28
3.3. Population, Sample Size and Sampling Technique 29
3.3.1 Target Population 29
3.3.2 Sample Size 30
3.3.3 Sampling Technique 30
3.4. Data Analysis and Interpretation 31
3.4.1. Quantitative data analysis 31
3.5 Data Collection Methods and Procedure 31
3.6 Measurement of Reliability and Validity 32
3.6.1 Reliability 32
3.6.2 Validity 32
3.7 Research Ethics Aspect 33
CHAPTER FOUR 34
4. DATA PRESENTATION, ANALYSIS AND DISCUSSION 34
4.1 Descriptive Analysis 34
4.1.1 Response Rate 34
4.2 Background information of respondants 35
4.3.Cronbach's alpha Analysis 38
4.4 Descriptive Analysis 38
4.5 Correlation Analysis 39
4.6 Regression Analysis 41
4.6.1 Testing for violations of statistical assumptions 41

4.6.2 Normality and Linearity Tests 41
4.6.3 Multi collinearity Test 44
4.6.4 Independence of Observations 45
4.7 Regression Analysis and Discussion 46
4.7.1. Regression analysis 46
4.8 Summary of Regression Analysis 48
CHAPTER FIVE 50
SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS 51
5.1. Summary of Findings 51
5.2. Conclusion 52
5.3. Recommendation 53
5.4. Areas of Future Research 55
References 56
Appendix: A Letter of Introduction 68
Appendix: B Research Questions 69

LIST OF TABLES

Table 1.Herzberg's Two Factor Theory…….……..…...13
Table 2 Reliability Statistics…….……... 31
Table 3 Response Rate…….……..34
Table 4 Back Ground of Respondents …….…….35
Table. 5 Summary of reliability statistics ..... ……...38
Table 6 Descriptive Statistics for the mean, Std.Deviation ..... …….39
Table 7.Correlation Coefficient Table……..…….40
Table 8.Skewness and Kurtosis results for job satisfaction……..41
Table 9 Collinearity Statistics for a Regression model…….....45
Table 10 Model Summary…….45
Table 11 ANOVAa….....47
Table 12 Regression Coefficients…….47
Table 13 Summary of Hypothesis Table…….…..50

LIST OF FIGURE

Figure 1……..... ……27
Figure 2 42
Figure 3……...43
Figure 4: ..... ……..44

CHAPTER ONE

INTRODUCTION

An introduction part of this project comprises several sections. The first section discusses about the research's background, problem statement, and research question, objective of the study, scope of the study, significance of the study and organization of the paper. These sections were discussed respectively.

1.1 BACKGROUND OF THE STUDY

In every organization the Human Resources are considered as the main organizational source (Talim, et al. 2021). Today it became a huge challenge for Human Resource Managers to retain the employees for longer time of period and decrease the rate of employee turnover (Top & Ali, 2021). Increasing the rate of employee turnover will result in increasing the cost of recruitment accordingly organization's productivity will decrease (Sorguli et al. 2021). At the present time many academicians, human resource managers, researchers and scholars are paying attention on employee turnover (Sabir et al. 2021). Increasing the rate of employee turnover reduces organizational efficiency and productivity (Jamal et al. 2021). Therefore, it is essential to study the relation between employee turnover and job satisfaction (Saleh et al. 2021). (Ismael et al. 2021), defined job satisfaction as emotion or feeling that an employee has regarding current job (Hamza et al. 2021). Also (Hameed & Anwar, 2018), they pointed out that many academic scholars tried to determine several job satisfaction components, assess relative significance for each job satisfaction components and investigate (Faraj et al. 2021) the influence of all these job satisfaction components on employee's satisfaction and productivity (Demir et al. 2020). Satisfied employees are recognized to demonstrate the higher level of productivity and efficiency in organizations (Aziz et al. 2021). By examining job satisfaction an organization (Anwar, K., & Louis, 2017) will be able to increase positive consequences for instance employee satisfaction, and will decrease employee turnover (Anwar, 2017).

Anwar, (2017), defined employee turnover as a percentage comparison of the number of individuals an organization should replace in a specific time of period to the average amount of total individuals within an organization. (Anwar & Surarchith, 2015) defined employee turnover

as a rotation of individuals around the labor market (Anwar & Shukur, 2015); it could be between companies, states of unemployment and employment, and between occupations and jobs (Anwar & Qadir, 2017).

A great concern that many organizations, turnover increases cost of the organization particularly in job with minimum wages (Anwar & Shukur, 2015). There several factors influence the rate of turnover of an organization, and these factors could be from employees and employer (Anwar & Surarchith, 2015). These factors could be compensation, benefits, wages, and job analysis and so on (Anwar, 2016). According to (Anwar, 2017) in case of turnover, it causes indirect and direct expenses to an organization, which compromises the cost of human resource (Anwar, K., & Louis, 2017), training, advertising, retention and loss of productivity (Aziz et al. 2021). According to (Demir et al. 2020) many researchers believed that employee turnover and job satisfaction are negatively associated. Conversely, the opposite view as well exists (Faraj et al. 2021), for instance, the term of employee turnover, a moderately specific perception (Hameed & Anwar, 2018), can‘t be fruitfully clarified by more general perceptions for example commitment and job satisfaction (Hamza et al. 2021). The link between employee turnover and job satisfaction could be associated by many factors or variables for instance, compensation, stress, environment, training and so on (Ismael et al. 2021).

Turnover is the function of negative job attitudes, low job satisfaction, combined with an ability to secure employment elsewhere, i.e. the state of labor market (Price, 1981). On the other hand, turnover is a normal part of organizational functioning, and while excessively high turnover maybe dysfunctional, a certain level of turnover is to be expected and can be beneficial to an organization (Michael, 2006)

According to (Ali, 2021) job satisfaction is defined as an attitude related with an individual’s ‘degree of their dislike or like their current job. Defined job satisfaction because of various elements such as satisfaction, promotion, relationships among employees, pay and equal employment opportunity (Anwar & Abd Zebari, 2015). (Anwar & Abdullah, 2021) defined job satisfaction as the positive emotional feeling consequence from achieving what an individual desires or values from his or her current job (Anwar & Balcioglu, 2016). Having this in mind the research tried to make a study on the effects of job satisfaction on turnover intention of Sheger Park Friendship square phase 1 and 2.

Other studies have also indicated that turnover is provoked by sadness with such factors as associations with managers, job content, promotion, organizational commitment and pay (Griffeth, Horn, & Gaertnern 2000). However, other factors might affect a person's decision to leave, such as the competitive situations of the local market; it is known that management may have direct control over many of the chief important carters of employee turnover.

The company needs to be well competent in its employees' satisfaction levels to retain and nurture key performers. Therefore, this particular study aims at examining the effects of job satisfaction (expressed in terms of achievement recognition, compensation/pay, work environment, and job security) on employees' turnover intention in Sheger Park Friendship Square Phase 1&2.

In the area of the effect of job satisfaction on employees' turnover intention research have carried out different countries including Ethiopian. However, the economic performance, political, social and cultural factors are various from country to country.

The majority of the conducted studies were performed at public universities, this in turn that the type of benefit package and management of organization, personal attitude of the employees might differ from the industry. This research work is differing from the conducted research works are: the researcher has used regression analysis, marginal effect of the explanatory variables on the dependent variable, to identify the effect of job satisfaction on employees' turnover intention. Hence, this research will fill the gap by analyzed the effect of job satisfaction on employees' turnover intention of the organization.

1.2 BACKGROUND OF THE ORGANIZATION

Addis Ababa, October 30, 2022, federal Prime Minister Abiy Ahmed inaugurated and opened the second phase of friendship project. Using contemporary technology more than 4000 indigenous trees that were painted elsewhere have been moved to this place and transplanted. Children playground in the park is decorated in different colors and designed for children under the age of 8. The place is equipped with various sound devices that echo the sound of nature. It also enables children to develop their experience of imagination and free their minds.

1.3 STATEMENT OF THE PROBLEM

It has been found that satisfied employees are more likely to be committed and productive employees (Tessema 2013). As a result, every organization is giving higher priority in order to keep their employees with satisfaction by providing several facilities, which improves satisfaction, reduces dissatisfaction and turnover intention. If an employee is not satisfied with the job, there are chances for absenteeism, turnover and lower productivity (MohdI et al.2012). According to Spector (1997), there is an association between job satisfaction and turnover intention of employees; employees with low satisfaction are therefore more likely to quit their 5 jobs. When the employees are not satisfied with their job and organization do not have trust in their employees, the employee intention towards turnover will be greater, they will leave the organization and the duration of their job will be smaller (Jefferey ,2007).

Employee turnover intention has long been a source of concern for all types of organizations. Highly dissatisfied employees are intended to leave their job, which can harm business ability to retain customer and customer service quality and lead to low productivity. Employees build skill and experience over years through costly training and retraining and rotational service provision. Therefore, retaining skilled and experienced employees is one of the ways an organization can enjoy a return on its investment in labor.

Many researchers identified some gaps by reviewed the theoretical and empirical literature ranging from geographical, methodologies used, time as well as the nature of the organization studied. Despite the relevance of the study, the study will be conducted in Ethiopia where geographical attributes, political inclination, and socio-cultural values differ from other countries. Even though many studies were conducted to explore the influences of employees‟ job satisfaction on turnover intention in different sectors of the economy, most of them were completed in other countries. Few studies were carried out to investigate the effects of job satisfaction on the employees‟ turnover intention in many countries including Ethiopia. Some of these studies were done by Mahdi et al (2012), Samuel (2012), Tessema (2013), and Shah and Jumane (2012).

Furthermore, as far as the researcher's knowledge there were no studies were done that included all job satisfaction factors that the researcher used for this study. This study aimed to fill gaps left

by the previous researcher specifically in evaluating the effects of employees‟ job satisfaction on turnover intentions in Sheger Park Friendship Square phase 1 and 2.

In Sheger Park Friendship Square phase 1 and 2 have some satisfaction factors such as satisfaction in the organization workload, job security, recognition and achievement and compensation. Sheger Park Friendship Square phase 1 and 2 employees' attrition rate indicates that more than 25 employees left within 3 years. Therefore, the researcher will be inspired to conduct the thesis in this title based on the following justification. Firstly, based on the observations made by the researcher in different web sites if there are a lot of researches that have been done regarding the effects of levels job satisfaction on turnover intentions but there was no research that was done to the effects of job satisfaction on employee turnover intentions in Sheger Park Friendship Square phase 1 and 2. Secondly, the complaints received from employees regarding turnover intension by dissatisfaction in the organization. Therefore, this study is prepared to assess the effect of job satisfaction on employee turnover intentions in the case of Sheger Park Friendship Square phase 1 and 2 to fill the aforementioned gaps.

In 2021 total no of employees have 165 in this year left the organization 10employees in percent 6.1% employees left the organization. In 2022 total no of employees have 185 in this year left the organization 8 employees in percent 4.3% employees left the organization in2023 total no of employees have 176 in this year left the organization 7 employees in percent3.9 % employees left the organization. Total left in the organization in three years 25 no of employees.

According to the information obtained from the organization, the number of resigned employees consists of only from employees who left the organization voluntarily. Currently turnover of employee is the major problem of the organization as well as the human resource management unit. It has a negative effect on the productivity and performance of the employees. Loss of employees will interrupt the services given by the organization by reducing the speed and quality of work. This results a dissatisfaction of customers as well as the existing employees. Managers also spend much of their time to recruit new employees. In relation to this, the company incurs a lot of costs and time to hire new employees and to give the required trainings.

It is necessary to measure the level of turn over intention of employee of Sheger Park Friendship Square phase 1 and 2. Because, it is used to manage and control the rate of actual turnover and to satisfy employee's needs. There are different factors of job satisfaction which have a vital role in

turnover intention of employees such as: workload, job security, recognition and achievement, benefits and compensation.

As a result, this paper was intended to analyze the relationship between employee turnover intention and job satisfaction factors. And also, the study identifies the effect of these factors on employee turnover intention.

1.4. RESEARCH QUESTION

This research project aims to answer the following basic research questions.

1. What is level of the employee job satisfaction in Sheger Park Friendship Square Phase 1&2?
2. What is level of the employees' turnover intention in Sheger Park Friendship Square Phase? 1&2?
3. What is the relationship between job satisfaction and employees' turnover intention in Sheger Park Friendship Square Phase 1&2?
4. What are the major factors of employee job satisfaction that affects employees' turnover intention in Sheger Park Friendship Square Phase 1&2?

1.5 OBJECTIVE OF THE STUDY

1.5.1 GENERAL OBJECTIVE

The major objective of the study was to assess the effect of job satisfaction on turnover intention in case of Sheger Park Friendship Square Phase 1 and 2.

1.5.2 SPECIFIC OBJECTIVE

The specific objectives of this research are

- To evaluate employees' job satisfaction in Sheger Park Friendship Square Phase 1&2.
- To examine employees' turnover intention in Sheger Park Friendship Square Phase 1&2 employees.
- To determine the relationship between job satisfaction and employees' turnover intention of Sheger Park Friendship Square Phase 1&2 employees.

• To identify the major factors of job satisfaction that affects Sheger Park Friendship Square Phase 1&2 employees' turnover intention.

1.6 SIGNIFICANCE OF THE STUDY

At the end this study will be the following contribution:

- The study may contribute for Sheger Park Friendship Square Phase 1& 2 to identify the gaps exists currently and to take corrective actions through reassess the current job satisfaction affects employees' turnover intention based on the findings and recommendations of this study.
- The study may provide empirical facts regarding factors of employee job satisfaction to the management how they manage increase job satisfaction and decrease turnover intention.
- The study may serve as a source document and a clue for researchers who want to conduct further detail study in such similar topic.
- This study may be vital for HR practitioners who manage employees 'to achieve their organizational objectives and tackle the problems regarding employees to increase the job satisfaction level of employees.

1.7 SCOPE OF THE STUDY

The scope of this study was to examine the effects of job satisfaction on employees' turnover intention in Sheger Park Friendship Square Phase 1& 2 employees. All effects of job satisfaction on turnover intentions may not be addressed in this study. Therefore, the study mainly focuses on workload, job security, achievement and recognition and compensation/pay factors by applying regression analysis by using quantitative data and descriptive analysis was made for to identify the significant effect on employees' turnover intention.

1.8 LIMITATION OF THE STUDY

To conduct this study, some challenges affect the quality of the paper and hinder the progress of the research. The researcher was challenged by a lack of cooperation on the side of few respondents in filling out and returning questionnaires due to time constraints and workload in addition to social desirability bias.

1.9 ORGANIZATION OF THE STUDY

The study was organized through five chapters. The first chapter, Chapter One introduces the background of the study briefly by giving a conceptual link between job satisfaction and employees turnover intention, organization of the study, statement of the problem, Research questions, General &specific Research objectives, significance of the study, limitation and scope of the study. Finally, the chapter concluded by providing a definition of terms.

Chapter Two: This chapter presents a review of relevant literature and explains the theoretical concepts of job satisfaction and employee's turnover intention, written by various scholars in the field.

Chapter Three: This chapter highlights and describes the research methodology that will be adopted for the study. This chapter mainly includes research design, data sources and data collection methods, Sampling technique, Target population and sample size, method of data analysis, reliability and validity and at the end research ethics were discussed.

Chapter Four: It presents the analysis, discussion, and results drawn from the study.

Chapter Five: This is the last chapter and it summarizes the findings of the study, concludes the result and forwards recommendations based on the findings of the study finally, references and questionnaires will be attached.

1.10 OPERATIONAL DEFINITION

Job satisfaction (JS) demonstrates the number of satisfied individuals with their jobs.

Turnover intention: refers the likelihood of an employee to leave the current job he/she are doing (Kumar, 2011).

Turnover: The term "turnover" is defined by Price (1977) cited by Abadli (2011) as: "The ratio of the employees of organization who left in a particular period of time with the average number of employees in that organization during the same period of time"

Achievement: means something that has been accomplished and shows the efforts putting in it (Belias et al., 2015).

Recognitions are motivators discovered that recognition is the most important motivator for employees.

Job Security: employee job security of primary importance to any employer and is an important measure of the effectiveness of human resources strategies.

Working condition: - Factors that affect employees' wellbeing on operation or office: amount of work, work facilities, tools, ventilation, temperature, and workspaces. Generally, it means that having all necessary materials to operate employees' job activities.

Pay: It is a fixed salary or wages that constitute the rate for the job.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1 Introduction

In this chapter the existing literature on the related concepts appropriate to this study is examined and used to build the theoretical framework. First, the definitions, and factors of job satisfaction discussed where after the definition, type, cause, and effect of turnover intention or behavior relevant to the topic is dealt with. Besides, the influence of job satisfaction factors (workload, job security, recognition and achievement, benefits and compensation).On employee turnover intention would investigate. Finally, the theoretical framework of this study is developed that shows independent and dependent variables.

2.1 Theoretical literature

2.1.1 Definition of Job Satisfaction

Job satisfaction has been defined by Locke (1976) as a pleasure or positive emotional state resulting from the appraisal of one's job or job experiences. Rifayat (2012) defines job satisfaction as the degree to which the workers work related expectation match his/her experiences in the work environment. Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004). The term job satisfaction refers the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction (Armstrong, 2006). The other definition on job satisfaction is the one given by Spector (1997), according to him job satisfaction has to do with how people feel about their job and their various aspects.

Furthermore, Robbins (2003) states that job satisfaction is when an individual is pleased with his job because it is something, he/she needs to do and he/she is remunerated accordingly in that work. This simply means that job satisfaction is the collection of feeling and beliefs that people have about their current job. People's degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. a person with high job satisfaction levels will embrace

positive spirits towards the job and a person who is dissatisfied will hold and embrace negative spirits towards his work.

Hence, employers should provide a favorable working environment where their employees would feel welcomed when they are recognized for their contribution, free of their own judgments, and participated in decision-making. For the reason that, employees are satisfied at work, the employer organizations enjoy the greater stability at workplace, pleasant and encouraging working environment is created. As a result, there is an advancement of economic development, social justice, labor peace and democratization of the workplace is promoted. Accordingly, the employer and employees relationship would be fruitful to both parties to increase job satisfaction and to decrease the level of turnover intention or turnover in the organization (Medin, 2012).

2.1.2 Definition of Employee Turnover Intentions

Employee Turnover intention is defined as an employee's intent to find a new job with another employer within the short period of time. When employees seriously consider quitting their jobs, they are thought to have the intention to quit the organization (Omar, Anuar, Majid, & Johari, 2012). The term "intention" describes an employee's desire or deliberateness to leave the organization (Martin, 1979; Tett & Meyer, 1993).

Turnover intention, a strong predictor of quitting an organization, becomes a final step before an employee actually leaves the organization (Lee & Bruvold, 2003).

The measurement of this construct often entails using a certain period of time (Suliman & AlJunaibi, 2010; Tett & Meyer, 1993). The thought behind using this interval as a measurement is that employee turnover intention is a time-consuming process. This process has three stages (Falkenburg & Schyns, 2007).

It starts with thinking of leaving the organization followed by the intention to search for a new job and is finally directed to the intention to leave (Falkenburg & Schyns, 2007; Mayfield & 10 Mayfield, 2008). The intention to quit is not only conceived as an important determinant of actual turnover but also provides important information for management to control employees‟ avoidance behaviors. For example, employees with high turnover intention tend to become less productive and efficient (Balogun, Adetula & Olowodunoye, 2013).

2.1.3 Types of Turnover Intentions

According to Wright and Bonett (2007), employee turnover can be divided to involuntary or voluntary. Voluntary turnover occurs when an employee wants to leave and eventually decides to leave organization with variety of reasons. It is the type of turnover that the manager should 9 controls it because it has a negative impact on the organization. In another situation, an employee may be asked to leave the organization as a result of layoffs or poor job performance or other performances harm the benefit of the company. Price (1997) suggested that most organizational research of turnover is voluntary quits.

Theorists classify turnover as Dysfunctional and functional turnovers. Dysfunctional turnover is the exit of high performers and employees with hard to replace skills and which erode the company's work force and leads to high turnover cost. Functional turnover is the exits of poor performer employees whose talents can be replace easily.

In another classification of turnover, it is classified as avoidable and unavoidable turnover. For employees who leave the job because of low job satisfaction, problems of mismanagement, benefit packages … etc can be retained through improving the stated administration activities. After identifying the causes of avoidable turnover, the organization should be able to influence or handle it. Unavoidable employee turnover stems from cause over which the organization has little or no control of it. For instance organization may not able to control employee who is going to leave because of health problem or desire to relocate to other geographical areas (David, 2008).

2.1.4. Cause of Turnover Intentions

Turnover arises from job dissatisfaction from job place for individual employee. However, being dissatisfied in a job is not the only reason why people leave one company for another. If the skills that they possess are in demand, they may be lured away by higher pay, better benefits or better job growth potential etc. That is why, it is important to know and recognize the difference between employees who leave the job because they are dissatisfied and those who leave for other reason.

One of the turnover models, the Mobley et.al (1988) was a landmark conceptual piece that persuasively explained the process of how job dissatisfaction can lead to employee turnover. The model proposes that an employee normally experiences seven sequential and intermediate stages between job dissatisfaction and eventual turnover. Mobley theorized that job dissatisfaction leads an employee; to think about quitting which may help that employee to lead in, to evaluate the expected usefulness of searching for another job and the costs associated with quitting the current job. From the evaluation an intention to search for alternative jobs may occur which in turn likely leads the employee to intend searching for alternative jobs to the evaluation of the acceptability of any specific alternatives, the employees would likely compare the new alternative with the current job which in turn can lead to an intention to quit, and eventual employee turnover.

When employees are not satisfied with their jobs and organizations do have not trust in their employees the employees‟ intention towards turnover will be greater, they will leave the organization and the duration of their job will be smaller (Jeffrey, 2007). Furthermore, Shamsuzzoha (2007) explained that turnover basically arises from the unhappiness from job place for individual employee but being unhappy in a job is not the only reason why people leave one company for another .If the skills that they possess are in demand, they may be lured away by higher pay ,better benefits or better job growth potential .That's why it is important to know and recognize the difference between employees who leave the job because they are unhappy and those who leave for other reasons.

2.2. Theory of Job Satisfaction

The concept of job satisfaction underwent several changes and in course of time several theories were advanced. There are vital differences among experts about the concept of job satisfaction. In this section the researcher will examine some widely used theories in contemporary job satisfaction research.

2.2.1. Herzberg's Two Factor Theory

Herzberg's motivation/hygiene theory is also known as the two-factor theory. Herzberg started the study of job satisfaction in the 1950‟s in Pittsburg. The basis of Herzberg's work is in the Maslow's Hierarchy of Needs. He started with the idea that what causes the job satisfaction are

the opposite of those things that cause job dissatisfaction. However, after studying thousands of books he could not draw any guidelines. He conducted a survey where he asked participants to identify those things that made them feel positive with their job and those that made them feel negative. As a result, Herzberg found out that what makes people happy is what they do or the way they're utilized and what makes people unhappy is the way they're treated. Things that make people satisfied at work are different from those that cause dissatisfaction so those two feelings can't be opposite. Based on these findings Herzberg created his theory of Motivators and Hygiene factors. Both factors can motivate workers but they work for different reasons. Hygiene factors tend to cause only short-term satisfaction to the workers while motivators most probably cause longer-term job satisfaction.

Herzberg s two-factor theory is one of the earliest theories of job satisfaction, the factors being intrinsic factors and extrinsic as indicated in table 1 below.

Table 1. Herzberg's Two Factor Theory

Satisfiers/Motivators intrinsic	Dissatisfies/Hygiene/Extrinsic
Need to build high level of job satisfaction	Need to maintain a level of dissatisfaction
(Related to job content)	(Related to job content)
*Feeling of achievement *Meaningful work *Opportunities for advancement *Increased responsibility *Recognition	*Pay *Statues *Job security *Working condition *Fringe benefits
Opportunities for growth	*Policies and procedures *Interpersonal relation

Source: Samad 2006

According to Herzberg et.al (1959) "job satisfaction rest on one set of conditions, whereas job dissatisfaction depends on different set of conditions". Job satisfaction and dissatisfaction are determined by different factors as indicated in the table above.

Herzberg et.al (1959) found that intrinsic factors such as achievement, responsibilities and recognition were intensely related with satisfaction than extrinsic factors like policies, benefits and working conditions. Job satisfaction is related to motivators or intrinsic factors, while job dissatisfaction is related to hygiene or extrinsic factors. Extrinsic or hygiene factors relate to pay, status, job security, working conditions, fringe benefits, company policies and interpersonal relations. These factors are rewards or sources of need satisfaction that stem from organizational context and are thus somewhat divorced from the direct influence of the individual (Herzberg et.al 1959).

According to Herzberg et.al (1959), intrinsic factors have to do with achievement, meaningful work, opportunities for advancement, increased responsibility, recognition and opportunities for growth. These factors are viewed as being derived from the individual's relations and the job it. Herzberg et.al (1959) found seven working conditions which lead to job satisfaction for many people. These conditions are: interesting and challenging work, a feeling of achievement and good relationships with immediate supervisor and other professionals, opportunities for friendship, advancement, security of employment and recognition. These conditions are regarded as intrinsic factors and meeting these expectations is vital to the achievement of high levels of job satisfaction (Herzberg et.al,1959). In summary, Intrinsic and extrinsic factors of job satisfaction are crucial and are regarded as the main source of reaching high job satisfaction levels.

Herzberg's theory of motivation is popular with managers as an approach for motivation. The managerial inference of Herzberg's theory is apparent: to prevent low performance, high absenteeism and high labor turnover, managers should make radical changes by adding hygiene factors and motivators to the job. Herzberg suggests job enrichment as an approach to build satisfiers into the job content (Herzberg et.al,1959). Herzberg states that if you want people to do a good job, give them a good job to do. He emphasizes that the factors that give rise to job dissatisfaction are related to job context and are labeled as hygiene factors and factors that give rise to job satisfaction are related to job content and labeled as motivators (Herzberg et.al, 1959). It is important to provide clear job content, employ capable and willing people, and provide clear roles and responsibilities in order to achieve good results and achieving job satisfaction of employees.

Generally, Herzberg like Maslow theory focus on the important of individual's in organization advancement. This means advancement indirectly will change individual needs. According to Masri (2009) cited Samad (2006), Prince (2001) studies have consistently reported that job satisfaction is one of the factor or reason for employee intention to leave the organization.

- **Motivators**

Motivators, or satisfiers, are those factors that cause feelings of satisfaction at work. These factors motivate by changing the nature of the work. They challenge a person to develop their talents and fulfill their potential. For example, adding responsibility to work and providing learning opportunities to a person to work at a higher level can lead to a positive performance growth in every task a person is expected to do if the possible poor results are related to boredom of the task they are supposed to accomplish. Motivators are those that come from intrinsic feelings. In addition to responsibility and learning opportunities, recognition, achievement, advancement and growth are motivation factors. These factors do not dissatisfy if they are not present but by giving value to these, satisfaction level of the employees is most probably going to grow. (Bogardus, 2007) When hygiene factors are maintained dissatisfaction can be avoided. When, on the other hand, dissatisfaction is most probable to occur, motivation cannot take place.

- **Hygiene Factors**

Hygiene factors, or dissatisfies, are those that the employee expects to be in good condition. As motivators are those that at present cause satisfaction, hygiene factors are those that don't cause satisfaction but if they are lacking, it causes job dissatisfaction. Salaries or wages must be equivalent to those salaries that other people in the same industry or geographical area get. The status of the person must be recognized and maintained. Employees must feel that their job is as secured as it is possible in the current economic situation. The working conditions should be clean, sufficiently lit and safe in other way. Sufficient amount of fringe benefits like health, pension and child care must be provided and compensation in general equivalent to the amount of work done. Policies and administrative practices such as flex hours, dress code, vacation schedules and other scheduling affect workers and should be run efficiently. These factors relate to the content of the work and if they are in proper form, it tends to eliminate job dissatisfaction. (Ellis,2005). The main finding of Herzberg is that the opposite of satisfaction is not dissatisfaction but no satisfaction. (Salanova&Kirmanen, 2010).

2.2.2. McClelland's Needs Theory

This theory is emphasis on three needs, namely; achievement, power and affiliation (Robbins et al) those are challenging and over which they can exercise some control Aadmodt (2004) quoted by Ncede (2013). Subsequently employees with low achievement needs are satisfied with minor challenges. Persons with a high need for affiliation would be pleased with jobs that comprises of huge responsibilities and building work interpersonal relationships McClelland (1969) quoted Ncede (2013). In conclusion, employees who want to take control have a desire to influence and control others (McClelland,1969). This theory emphasizes that if you provide your employees with interesting and challenging jobs, it gives them power and control over their work which contributes to job satisfaction.

Locke (1976), Cooper and Locke (2000) quoted by Ncede (2013) argues that "individual's value would determine what satisfied them on the job". Employees in organizations hold different value system. Therefore, this will lead to different satisfaction levels. Human beings are unique, what is regarded as value from one person might not entice another person. As individuals we think, value and do things differently; therefore, our value system will differ.

Anderson, Ones, SinangilandViswesvaran (2001) forecasts inconsistencies between what is preferred and expected and believe that human beings become dissatisfied only if the job facet is essential to the individual.

Cooper and Locke (2000) quoted by Ncede (2013) state the potential problem with this theory is that "what people desire and what they consider important are likely to be highly correlated". In theory, these notions are discrete; however, in practice many people will find it a challenge to differentiate the two. Despite this limitation, investigation on this theory has been extremely supportive.

2.2.3. Equity Theory

Equity theory, as reviewed by Walster et al., (1973) quoted by Dugguh and Dennis (2014) shows how a person perceives fairness in regard to social relationships. The theory presupposes that during a social exchange, a person identifies the amount of input gained from a relationship compared to the output, as well as how much effort another person's puts forth. Based on Adam (1965) theory, Huseman et al., (1987) cited by Dugguh, Dennis (2014) further suggest that if an

employee thinks there is an inequity between two social groups or individuals, the employee is likely to be distressed or dissatisfied because the input and the output are not equal. Inputs encompass the quality and quantity of the employee's contributions to his or her work. Also John Stacey Adams the first developer of equity theory asserted that employees seek to maintain equity between the inputs and the outcomes received from the inputs and of others (Boundless, 2013). According to Dugguh, Dennis (2014) examples of inputs include time, effort, hard work, commitment, ability, adaptability, flexibility, tolerance, determination, enthusiasm, personal sacrifice, trust in superiors, support from co-workers and colleagues and skills.

Output (outcomes) on the other hand is the positive and negative consequences that an individual (employee) perceives a participant has incurred as consequence of his relationship with another. Examples of outputs include job security, esteem, salary, employee benefits, expenses, recognition, reputation, responsibilities, and sense of achievement, praise, thanks, and stimuli and so on.

Dugguh and Dennis (2014) further explain major concern in equity theory is about payment and therefore the cause of concern of equity or inequity in most cases in organizations. They further suggest that in any position in the organization, an employee wants to feel that their contributions and work performance are being rewarded with their pay. If an employee feels underpaid, he would be dissatisfied and as the result employee dislike their work and finally they resigned. Equity is multidimensional in nature. For example, it does not depend on our input-to-output alone. From the research of Dugguh and Dennis (2014) equity is depends on people'scomparison between own input-output ratio and the ratio of others. Since equity is all about perception, employees form perceptions on what constitute a fair (balance or trade) of inputs and outputs by comparing their situation with other "referents" in the market place as they see it.

From this comparison, when they perceive that their inputs are fairly rewarded by outputs, then they are satisfied, happier and more motivated in their work. They are de-motivated to their job and the organization when they perceive that their ratio of inputs-outputs is less beneficial than the ratio enjoyed by referent others Ball (2014). According to Kaila (2007) rewards perceived as equitable should have positive results on job satisfaction and performance. Those rewards perceived as inequitable may create job dissatisfaction and cause performance problems. According to Adams (1963), when a person becomes aware of inequity, it causes a reaction in

them, potentially some form of tension that is proportional to the magnitude of inequity present. It is because of this tension that an individual might react in a way that reduces the tension in him.

According to Dugguh& Dennis (2014) Equity theory further identifies four mechanisms for job satisfaction (dissatisfaction) as follows:

a. Employees seek to maximize their outcomes (rewards minus outcomes).

b. Groups can maximize collective rewards by developing accepted systems for equitably apportioning rewards and costs among members. That is, systems of equity will evolve within groups, and members will attempt to induce other members to accept and adhere to these systems. c. When employees find themselves participating in inequitable relationships, they become dissatisfied or distressed. The theory explains that in this situation, both the person who gets too much and the person who gets too little feel dissatisfied. The employee who gets too much may feel ashamed or guilt and the employee who gets too little may feel angry or humiliated.

d. Employees who perceive that they are in an inequitable relationship, attempts to eliminate their dissatisfaction by restoring equity. Either by distorting inputs, outputs, or leaving the organization could do this.

Thus the theory has wide-reaching implications for employee morale, efficiency, performance, productivity and turnover. It also shows why employees see themselves the way they are treated in terms of their surrounding environment, teams, systems etc. collectively and not in isolation and so they should be managed and treated accordingly. In addition, the totals of employee inputs-outputs must be measured including their personal values. Schultz & Schultz (2010) further extended equity theory to include the behavioral responses patterns to situations of equity or inequity. These response patterns are: benevolent (satisfied when they are under paid compared with co-workers), equity sensitive (believe everyone should be fairly rewarded) and entitled (employees believe that everything they receive is their just due). The current study in the effects of job satisfaction on employee turnover intention in Commercial Bank of Ethiopia used some of these motivation theories so as to assess how the related factors named in the theories influence employees‟ job satisfaction and intention to leave.

2.2.4. Social Exchange Theory

Social exchange is a central principle of social life, a universal phenomenon (Befu, 1980). Social exchange theory (SET), is based on the early works of Humans (1961), Blau (1964), a dominant and persuasive way of explaining interpersonal behavior (Chadwick-Jones, 1976). SET represents a group of theories, some based on different assumptions, about the social exchange of resources between two people (Cropanzano, Rupp, Mohler, &Schminke, 2001b). Homans defined social exchange as a particular type of behavior between two specific people: „When a person acts in a certain way he is at least rewarded or punished by the behavior of another person … that person and not just by some third party‟ (Homans, 1961). In social exchanges, meaningful actions between two individuals are referred to as transfers (Eckhoff, 1974).

Transfers may be favors, benefits, resources or rewards. Social exchange is defined as an informal, open-ended or long-term exchange of conditional, positively valued transfers (Eckhoff, 1974). Social exchanges may be recurrent or episodic (Scott, 1999). When employees are satisfied and deeply engaged in jobs, they may refer to their organizations treat them fairly and perceive higher levels of support. This phenomenon can be referred to the social exchange or organizational justice theories. Social exchange theory has provided very clear conceptual lens with regard to employment relationship (Rhoades, L. &Eisenberger, R. 2002). Social exchange theory explains the formation and maintenance of interpersonal relationship between two parties (i.e., employees and employers) in terms of the reciprocation procedures (Chen et al.,.2005)

At individual-level analysis, organizational researchers have proposed that employees with higher levels of perceived organizational support will result in higher levels of job satisfaction, organizational commitment and decrease employee's intention to quit (Holtz et al.,2009)

The duration and development stage of the relationship are likely to impact on the exchanges. Participants in the early stage of a social exchange relationship are more likely to pay close attention to the specifics of the exchange transfers than participants who have an existing long established or recurrent social exchange relationship. Long established relationship partners are more likely to have developed trust and less likely to look out for the „tit-for-tat‟, or direct, payoff for each exchange transfer, with social exchange relationships being maintained through balancing the elements of trust and indebtedness.

The two ways for a recipient to reduce indebtedness are to cognitively restructure the situation to diminish the value of the donor's contribution or to behaviorally reciprocate by transferring a benefit back to the donor in return (Greenberg, 1980). The norm of reciprocity or repayment (Cropanzano& Mitchell, 2005) is a persuasive and significant social norm that impacts much of our social interactions. Between two parties, „reciprocation" means a give and take situation with one transfer being conditional on another. A „going rate" for exchange ratios is established through local supply and demand conditions and sets approximate standards for expectations as a guideline for exchanges (Blau, 1964). An accurate evaluation of the fairness of the going rate is not possible, however, because there is no reliable currency or quantifiable measure of social exchange benefits. It is rarely possible to transfer a benefit and equate it directly with the worth of the reciprocated gesture. It is the emphasis on „approximate" standards and expectations that creates tension in social exchange relationships.

2.2.5 The Theory of Planned Behavior

The Theory of Planned Behavior (TPB) is an expansion on the Theory of Reasoned Action (TRA), first introduced by Fishbein and Ajzen in 1975. TRA describes measures of attitudes and social normative perceptions of a specific behavior that lead to an intention to perform the behavior (Montano and Kaspersky 2002). Likewise, TPB was developed out of the principle of aggregation, a model which posits that the collection of specific behaviors across occasions has better predictive validity of attitudes and other traits than simply analyzing perceived locus of control alone. Put simply, TPB seeks to address individual motivational factors within unique contexts to explain the overall execution of a specific behavior (Ajzen 1991).

It is assumed that intentions will capture motivational factors that influence behavior, following that an intention is an indication both of how hard a person is willing to work, and how much effort a person will exert, in order to perform the behavior (Ajzen 1991). Ajzen (1991) suggests as a general rule, the stronger a person's intention to engage in a behavior; the more likely the behavior will be performed. The behavior, however, must be under a person's volitional control, or will, to decide whether or not to perform the behavior (Ajzen 1991).

An attitude towards a behavior is an individual's "beliefs about what will happen if he or she performs the behavior" (Edberg,2015). Attitudes are shaped by an individual's judgment, either positive or negative, of the expected outcomes of performing a behavior (Ajzen 2011). A

behavioral belief is the individual's perception of the likely consequences of performing the behavior (Ajzen, 2011).

The TPB builds on the TRA by introducing a person's control beliefs, or the presence of factors that can assist or hinder the performance of a behavior (Ajzen ,2011). Perceived behavioral control is an individual's evaluation of her or his ability to engage in the intended behavior based on her or his perceived power, or perceived difficulty or ease, of performing the behavior (Ajzen, 2011). Perceived behavior of control differs from locus of control in that it can vary across situations and actions rather than remaining stable across situations and forms of action (Ajzen, 1991). It is similar to Bandura's concept of perceived self-efficacy which "is concerned with judgments of how well one can execute courses of action required to deal with prospective situations" (Bandura, 1982). The concept of self-efficacy differs from perceived behavior control in that self-efficacy is concerned with an individual's ability to perform behavior regardless of how much control over performing a behavior or how easy or difficult it is to perform the behavior (Hayden, 2014). Ajzen (1991) specifies several conditions that need to be met in order to accurately predict perceived behavioral control and intentions to carry out a behavior.

First, measures of intentions and perceived behavioral control must either correspond or be compatible with the intended behavior and must share the same context (Ajzen 1991). Second, intentions and perceived behavioral control must remain steady between the time of assessment and observation of the behavior (Ajzen, 1991). Lastly, in order for greater predictive validity, the perceptions of behavioral control should realistically reflect actual control (Ajzen ,1991). The more realistic perceptions of behavioral control are the greater the prediction of intention behavior.

2.3 Effect of Job Satisfaction on Employee Turnover Intentions

Prior research has shown that job satisfaction is strongly and inversely associated with employee's intention to leave an organization (Egan, Yang & Bartlett, 2004; Lambert, Hogan & Barton, 2001; MacIntosh & Doherty, 2010; Schwepker, 2001; Silverthorne, 2004). In other words, more satisfied employees are less likely to seek a new job, with a new employer. For this reason, studying the factors associated with job satisfaction is practical and valuable.

Most researchers agree that job satisfaction is under the influence of a series of factors such as: compensation, workload, job security, achievementand recognition .

The approach given by Rue & Byars (2003) regarding the factors of job satisfaction analyze that, job satisfaction and job dissatisfaction are two opposite and un excludable phenomena that are influenced by different factors. The most influential factors that determine job satisfaction and dissatisfaction are managers concern for people, job design(scope, depth, interest, perceived value),compensation(external and internal consistency),working conditions, social relationships, perceived long-range opportunities, perceived opportunities elsewhere, and levels of aspiration and need achievement. This approach also indicate that, a satisfied employees show commitment to stay in the company, But a dissatisfied employees show a behavior of absenteeism, tardiness, accidents, strikes, grievances, sabotage, and turnover.

2.3.1 Factors of Job Satisfaction

2.3.2 Work Environment

According to Kawada & Otsuka (2011) an environment is anything that aids and supports employees to be or to implement in a definite way. It is one of the significant guides of determining their working comfort and their satisfaction. Subsequently it is a fact that employees expend most of their time in an organization, it is very essential for organizations to familiarize and keep suitable working conditions. Saeed et al., (2013), working conditions have recognized to be a strong effect on the job satisfaction of employees. Additionally, the physical design too, to some extent affects the job satisfaction of employees and that work greatly depends on the relationship between employees and the environment; hence they consider a part of the working conditions that affect job satisfaction.

2.3.3 Job Security

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. It includes Concern over loss of desirable job features such as lack of promotion opportunities, long-term career opportunities and current working conditions. Job security in wider sense as employee keep going to work with the current organization with no decrease in grade level, pay, pension rights, etc. recent meta-analytic evidence demonstrates that employees who see their jobs as

lacking security tend to have lower job satisfaction, less organizational commitment, and a stronger intention to turnover (Sverke et al., 2002).Many researchers have successfully found the link between job security and employee turnover intention as job security is an important determinant for employee turnover discovered the steadiness of the work as a major precedent of turnover intention. Steadiness of the work and job security is parallel to each other. Leaving from the situation by quitting one's job is a means of coping with a stressor like job insecurity. There is a negative relationship between job security and turnover intention that is high job security leads towards reduced turnover intention and vice versa (Gill et al., 2010) Lack of job security, makes the employee less responsible, also they fell less attachment with the organization which leads them towards turnover .

2.3.4 Recognitions and Achievements

Recognition is a process of giving an employee a definite position within an institution (Danish et al., 2010). Milne (2007) emphasizes that although "recognition" is still an important management too, it is somewhat diverse. Usually it is a non-financial prize given to employees selectively, in gratitude of high level of conduct or accomplishment that is not dependent on achievement of a given target. Recognition can be as simple as giving someone response on what they have done right, or just saying "thank-you".

2.3.5 Compensation

Many researchers conclude that financial reward is one of the basic types of extrinsic monetary rewards which comprises the basic needs of income and affects the turnover intention of employees' once the employees perceive that their employers cannot offer their expected level of compensation; they may leave the organization (Mondy, 2010). On the other hand, Higginbotham (1997) mentioned that high salaries are not important, but good and fair salaries indicate a strong correlation to remain, signifying that as long as the compensation is competitive, financial rewards are not the primary factor in retention. According to Lai (2011), an efficient compensation system leads organizational growth and development which reveals a positive correlation between job satisfaction and skill-based pay, job-based pay, and performance-based pay.

2.4 Empirical Review

The empirical studies have been conducted in different parts of the world concerning the effect of employees‟ job satisfaction on turnover intention and different factors were discovered to have an impact on employees‟ job satisfaction and its effect on turnover intention. Raddaha, et al. (2012) investigated the factors that influence job satisfaction and dissatisfaction and the intention to leave. He reported that supervision, co-worker relationships, and tenure influence job satisfaction.

However, reported low satisfaction in terms of contingent rewards, fringe benefits and pay, these were highly associated with the employee's intention to leave their jobs. He also found that job satisfaction level as a total score was not related to any demographic variables; however, there were numerous associations between particular facets of job satisfaction and demographic variables. The levels of satisfaction between males and females on those job satisfaction facets were also differing. It was also found that a substantial of employees reported strong intention to leave their jobs due to low satisfaction. Hence there were impacts of employees'‟ job satisfaction on intention to turnover.

Kanwal and Majid (2013) investigated the factors, which are the major contributors to employee's ‟s job satisfaction. It was found that low pay, long working hours, bonuses and rewards, and effective communication were the contributors towards job satisfaction or dissatisfaction and have an impact on the employee's intention to leave or stay in the organization. Nyamekye (2012) argued that non-monetary benefits had a direct bearing on employees‟ job satisfaction. Employees were unsatisfied with their supervisors and their lack of engagement in the decision-making process, which may have influenced their decision to leave.

Lee and Jimenez (2011), explained further that performance-based rewards, supervision support reduce the possibility that employees will opt to leave their current jobs, and job satisfaction is the most important predictor of turnover intention. In a recent study, it was observed that it is bad working conditions, lack of career growth, unfair compensation, negative supervisory support, lack of employee development; work itself the absence of staff achievement, and job stress caused the employee to leave the organization.

Mosadeghrad, et al. (2008) investigated the relationship between job satisfaction and employee's turnover intention and found that there was a positive relationship between job satisfaction and turnover intention. He also found that the factors that may influence the level of employees" job satisfaction are demographic variables, pay, fringe benefits, promotion, supervision, co-workers relationships, task variety, and working conditions and found that job satisfaction and its facets are the strongest predictors of intention to leave.

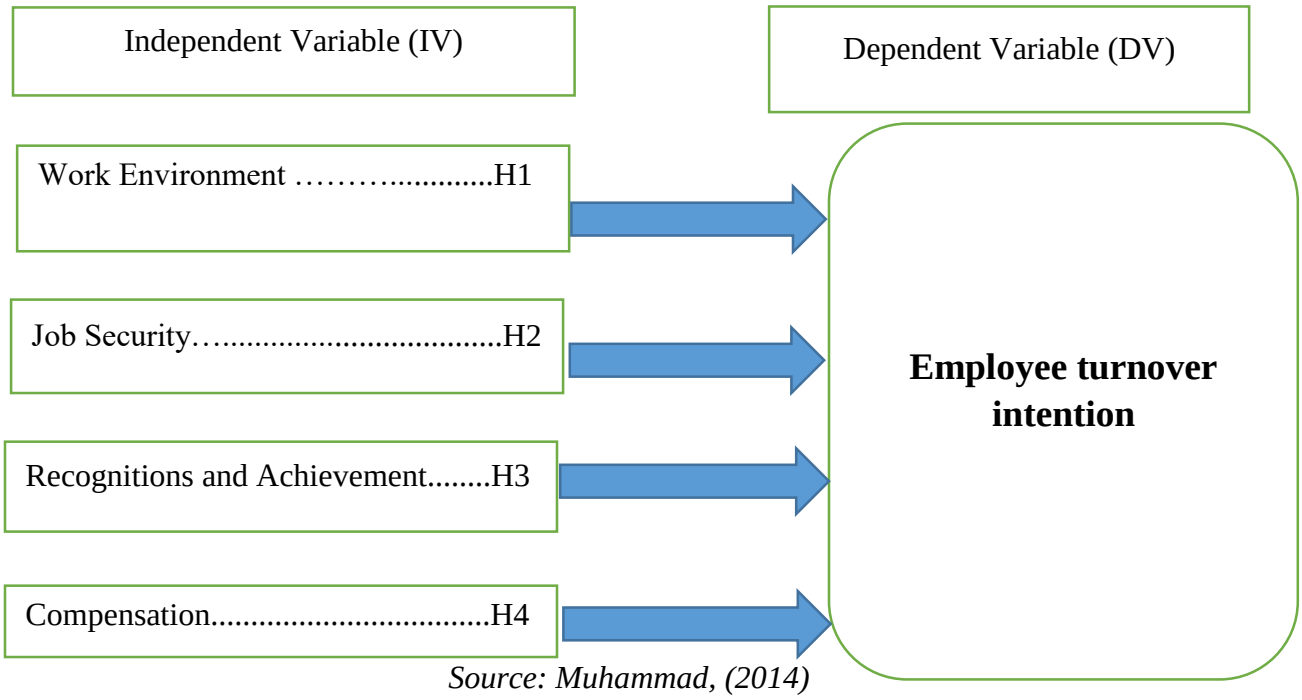
Nazim (2008) investigated work satisfaction and its effect on the likelihood of turnover. Employees were very unsatisfied with advancement, moderately unsatisfied with compensation, fringe benefits, and contingent rewards, and somewhat satisfied with working conditions, colleague relations, work nature, and communication, according to him. He also found that there was a significant negative relationship between turnover intention and pay and promotion followed by supervision, fringe benefits, contingent rewards, techniques for operation, co-workers, nature of work, and communication. And achievement. Hence there was a significant negative association between facets of job satisfaction and overall job satisfaction and turnover.

2.5 Conceptual Framework

The study was guided by the researcher's conceptual framework. According to the framework, the independent variable for this study is Job satisfaction. Job satisfaction is the attitudes and feelings people have about their work Armstrong (2006). Job satisfaction divided using four dimensions namely: satisfaction with workload, satisfaction with job security, satisfaction with achievement, and recognition, satisfaction with compensation/pay, . Intention to leave the organization is the dependent variable. Based on these variables, a conceptual framework is constructed as shown below. The factor's influence of independent variables is reflected in the employees' intention to leave their current job which is treated as a dependent variable. The model poses the basics of this research which is examined in the context of Sheger Park Friendship square phase 1 and 2 (Muhammad, 2014).

Figure 1

1: Conceptual Framework



Source: Muhammad, (2014)

CHAPTER THREE

3. RESEARCH METHODOLOGY

INTRODUCTION

This section will present primarily the framework of the study in which how it was done. To achieve the objective of this study was used right research methodology is the priority attention given by the researcher. Research methodology is the systematic way of dealing with the research problem successfully and finding out the scientific way of conducting a study. It supports the researcher to be aware of the choice of steps usually adopted to study research problem together with the underling logic behind them (Rajasekar, et al., 2013). Therefore, this chapter was including the research design, data sources &data collection methods, target population of the study, the sampling techniques used in selecting the respondents, the sample size, data analysis techniques, the validity and reliability and at the end of this chapter ethical consideration of the study were discussed.

3.1 Research Design and Approach

According to Singh (2006) research design is fundamentally a statement of the object of the inquiry and the strategies for gathering the evidence, analyzing the evidences and reporting the findings. Besides, Burns and Bush (2002) research design is a set of advance decisions that make up the master plan specifying the methods and procedures for collecting and analyzing the needed information. Therefore, the researcher employed explanatory research design and quantitative research approach. Explanatory research design helps to explain why events occur to build, elaborate, extend or test theory.

As a result, to analyze the relationship between the dependent &independent variables the researcher employed quantitative type of research approach. This research approach helps the researcher to use objective measurement, to quantifying the relationships between variables, collect data in the form of numbers and use statistical tools for data analysis. According to Creswell (2003) the quantitative survey is vital to create quantifiable causes and effect association between the variables of the study.

3.2 Data Sources and Collection Methods

To collect the data, the researcher used both primary and secondary data sources for the purpose of this study. The primary data was collected through structured questioners and the questioners were self-administered. Whereas, Secondary data sources was collected from, publications, articles, websites and from unpublished sources i.e. website, annual report of the organizations which related to turnover intention and employee job satisfaction.

The rational and purpose of being used structured questionnaires were because of the following justification: the results gathered from respondents increased the promptness and truthfulness of recording, suitable for quantitative data, eliminate the personal influence of the researcher, direct reply and feedback from the respondents in an easy manner & short period of time and it makes better the processes of analyzing the data from the respondents.

The questionnaire was designed and developed based on Likert five scales point namely: Strongly Agree (5), Agree (4), Neutral (3), Disagree (2) and Strongly Disagree (1). This study used to measure the determinant factors of turnover intention. According to their view on each question, each answer was given a score. It is easier for the respondents to understand the format and bring into being more accurate answers.

3.3. Population, Sample Size and Sampling Technique

3.3.1 Target Population

According to Saunders (2007) research population is the full set of cases from which a sample is taken. Target population is a well-defined collection of individuals or objects known to have similar characteristics. The population is the universe of units from which the sample is to be selected (Bryman and Bell 2007). The target population of this study will be employees of Sheger Park Friendship Square phase 1 and 2.

The total population comprised of 176 Sheger Park Friendship Square phase 1 and 2 employees in the organization. This population had the potential to provide the relevant information regarding the effects of job satisfaction on employee turnover intention.

3.3.2 Sample Size

According to Saunders (2007), offer a variety of different methods that allow the researcher to lessen the total quantity of data desired to be collected by considering only data from a subgroup other than the entire population. A sampling size is the group of participants from which a model is taken. It allows the researcher to achieve truthful and realistic interpretation of the population in cases where the direct element sampling is not possible. It will be impossible to collect data from the whole population considering the size and the time available to the researcher. Whenever it is impossible to access the entire population, it is better to take a sample and use the behavior within the sample to infer things about the behavior of the population. Due to high cost and time limit it is quite essential to take a sample from the total population (Field ,2005). Field also states that the bigger the sample size, the likely it reflects the whole population.

Accordingly, the sample size of the study is determined by using the formula adopted from Yamane (1967, 581):

$$n = \frac{N}{1 + Ne^2}$$

In this formula, N represents the population, while n is the sample extracted from this population. A 5 percent error rate (e) was selected because that allows a high level of confidence (95%) in the results while keeping the sample size manageable

N=176/1+176(0.05)2=122 Therefore, the sample size of the study is 122.

3.3.3 Sampling Technique

Sampling is a process of selecting several study units from a defined study population (Kombo and Tromp, 2006; Kothari, 2009). In this study, the sample was selected by simple random sampling procedures. The researcher used a simple random sampling technique to distribute the questionnaires for respondents. The rationale behind using a simple random sampling technique for this study is to give each member of the study population an equal chance of being selected.

3.4. Data Analysis and Interpretation

3.4.1. Quantitative Data Analysis

The objectives of data analysis are to summarize the collected data in understandable way. To do so, the researcher was employed Statistical Package for Social Science (SPSS) software version to analyze and present the data through descriptive and inferential statistical tools. The descriptive statistical results were presented thus tables, frequency distributions and percentages to provide a summarized picture of the data to the readers. This was achieved through summary statistics which includes the means, standard deviations values.

From inferential analysis Pearson correlation coefficient was employed to determine the relationship between job satisfaction and turnover intention. Regression Analysis also used to examine the influence of one or more independent variables (job satisfaction) on a dependent variable (turnover intention). Regression model is a statistical methodology that helps to estimate the strength and direction of the association between two or more variables.

3.5 Data Collection Methods and Procedure

The respondents were requested for their time prior to sending the actual questionnaire. A pilot test involving 12 respondents was carried out to evaluate the completeness, precision, accuracy and clarity of the questionnaires. This ensured the reliability of the data collection instruments used. After the amendment of the final questionnaire, the researcher explained the purpose of the research and sought permission from Sheger Park Friendship Square phase 1 & 2 to carry out the actual research study. The final questionnaires were distributed to the respondents with self-administered. This enhanced the speed of data collection. Each completed questionnaire was treated, as a unique case and a sequential number given to each. The collected data was edited and entered into the Statistical Package for the Social Sciences (SPSS) version 20 software to enable the carrying out of the analysis. Survey questionnaire was adopted as the study tool for data collection. The questionnaire was made up of two parts consisting of 23 questions. The first part dealt with the demographic characteristics of the respondents while the second part focused on closed ended questions based on five points Likert scale.

3.6 Measurement of Reliability and Validity

3.6.1 Reliability

According to Hair Jr Joseph F, William C. Black, Barry J. Babin & Rolph E. Anderson (2014), reliability refers to the extent to which a variable or set of variables is consistent in what it is intended to measure. If multiple measurements are taken, reliable measures will all be consistent in their values. It implies that the same thing happens again and over again under the same or extremely similar circumstances. The opposite of reliability is an erratic, unstable, or inconsistent result that happens because of the measurement itself (Neuman, 2014)

In this study, first, the reliability and validity of the job satisfaction facets (work environment, job security, achievement and recognition, compensation/pay) and turnover intention scales will be assessed. The Cranach's Alpha Coefficient will be used in the reliability analysis of the scales. According to Hair et al 32 (1998) above, 0.7 level of Alpha value considered the scale has overall stability and consistency.

Table 2 Reliability Statistics

Reliability Statistics		
Dimensions	N of Items	Cronbach's Alpha
Work environment	5	0.939
job security	2	0.931
achievement and recognition	5	0.931
compensation/pay	5	0.947
Overall Cronbach's á (independent Variables)	4	0.947
Turnover Intentions	6	0.931
Overall Cronbach's á (dependent variables)	1	0.931

3.6.2 Validity

According to Mooi and Sarstedt (2011) validity refers to whether we are measuring what we want to measure. It is related to research methodology because its primary drive is to increase the correctness and effectiveness of the findings by eliminating confounding variables as possible,

which allows for greater confidence in the findings of any given study (Marczyk et al. 2005). In order to ensure the validity of the instrument the researcher used pilot test to ensure the clarity of the questionnaire.

A pilot study is usually carried out before the main data collection process to check its feasibility in terms of reliability and validity and to improve the design of the instrument (Zikmund, 2003). According to Kriel (2006), pre-testing allows the testing of the most aspects of the questionnaire with respect to time taken, ease of completion and ease of data collection. Besides, Ticehurst and Veal (2000) stressed the importance of piloting to eliminate the possible weaknesses and flaws in the survey instrument.

3.7 Research Ethics Aspect

Confidentiality and privacy are the cornerstones of field research activities to get relevant and appropriate data. The researcher assured the purpose of the study and confidentiality of information. Respondents have assured any information gathered through data collection instruments that were used only for academic purposes. The data and documents were secured during the research and kept safely, not being transferred to third parties. Back up of the research inputs and outputs were archived. Moreover, the study was conducted with the consent of the organization, and data collected from the respondents based on their consent. On the other hand, all sources and materials consulted have been duly acknowledged.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND DISCUSSION

Introduction

The objective of the study was to assess the effect of job satisfaction on employee turnover intention in the case Sheger Park Friendship Square phase 1 & 2. This section deals with the presentation, analysis and interpretation of the final result. The analysis includes the background information of respondents, the statistical methods of the analysis namely, the descriptive analysis, the correlation and regression analysis.

4.1 Descriptive Analysis

Descriptive analysis is used to summarize the demographic characteristics of the respondent and to know the effect of job satisfaction on employee turnover intention.

4.1.1 Response Rate

The survey was conducted in Sheger Park Friendship Square phase 1 & 2. A total of 122 numbers of structured questionnaires were distributed to the respondents out of which 111 questionnaires were returned, 7 (6%) questionnaires were uncollected. Out of the returned 4 questionnaires or 3% of them not included in the further analysis due to incomplete and invalid responses. Therefore, 111 questionnaires were processed for the analysis of data with a response rate of 91% which indicates an acceptable survey response rate.

Table 3: Response Rate

Response Rate					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not valid	4	3	3	3
	Uncollected number of questionnaires	7	6	6	9
	Processed number of questionnaires	111	91	91	100
	Total number of respondents	122	100	100	

Source: Own Survey Output (2023)

Table 4 Back ground of Respondents

No.	Variable	Category	Frequency	Percent	Valid Percent	Cumulative Percent
1	Gender of Respondents	Male	43	38.7	38.7	38.7
		Female	68	61.3	61.3	100.0
		Total	111	100	100	
2	Age of Respondents	18-25	75	67.6	67.6	67.6
		26-35	25	22.5	22.5	90.1
		36-40	8	7.2	7.2	97.3
		41-55	3	2.7	2.7	100.0
		Total	111	100	100	
3	Marital Status	Single	90	81.1	81.1	81.1
		Married	21	18.9	18.9	100.0
		Total	111	100	100	
4	Education	Diploma	43	38.7	38.7	38.7
		BA/BSC	65	58.6	58.6	97.3
		MA/MSc	3	2.7	2.7	100.0
		Total	111	100	100	
5	Work Experience	0-1 year	102	91.9	91.9	91.9
		2-3 year	7	6.3	6.3	98.2
		4 and above year	2	1.8	1.8	100.0
		Total	111	100	100	
6	Current Position	Tour guide	2	1.8	1.8	1.8
		HR	2	1.8	1.8	3.6
		Tickers	16	14.4	14.4	19.8
		Child care	8	7.2	7.2	27.0
		Finance	4	3.6	3.6	30.6
		Other	77	69.4	69.4	100.0
		Total	111	100	100	
7	Salary	3,201- 5,250	4	3.6	3.6	3.6
		5,251-7,801	16	14.4	14.4	18.0
		7,802-10,900	61	55.0	55.0	73.0
		Above 10,901	30	27.0	27.0	100.0
		Total	111	100	100	

Table 4, shows that the gender distribution of the selected sample. The male respondents are taken a major share of the respondents which is (n=43), 38.7%. The female respondents (n=68) encompass 61.3% of the sample. This shows that the organization employees dominantly female and the analysis accommodated the reflection of their views.

Gender is not a significant variable on the levels of job satisfaction and in contrast, some indicated that gender has an influence on it since they found that women gained a better sense of job satisfaction than men due to the effort and recognition may be differentiated between genders and women seems to be easier to build the sense of success and their career pathway than men so this study is going to see whether gender plays an effective role in job satisfaction or not.

On the subject of age shows that among the respondents, the majority of the respondents fall between the age ranges of 18-25 years‟ old, which was comprised of 75 respondents, equivalent to (67.6%) This age group is known to be very energetic. For this reason, the organization use of performance management is the best option to use this energetic workforce to meet the organization strategic goals. The next one is the age range of 26-35 years 25 (22.5%) respondents still this age group is active and energetic, between the age range of 36-40 years old 8 (7.2%), lastly 3(2.7 %) 41-55 years old respondents.

Age is one of the indicators in measuring job satisfaction and in this organization more age is young so this age move to move one another organization not more satisfied than older.

According to the following table the majority of the respondents are single, they are equivalent to 90 (81.1%) and those 21 (18.9%) are married.

It is believed that unmarried employees have fewer responsibilities than married employees. As a result, they can be easily leaving their organization by looking other benefits and better salary offered by other organization.

Based on Table, the respondents in terms of Educational Background depict that majority of the respondents 65 (58.6%) have achieved BA/BSC degree, followed by 43 (38.7%) have diplomas, 3 (2.7%) respondent have MA/ MSC. This shows that under normal conditions they can express ideas related to the study consistently with good understanding. So, their response can be taken as acceptable to the study.

Based on the result, we can identify that, most of the respondents are well educated, professionals and very competitive to get another job opportunity in another organization. The majority of the organization employees are bachelor's degrees holders, the minority are master's degree holders.

Regarding table the majority of the respondents worked in Space Science and Geospatial Institute (0-1) years, which counts of 102 (91.1%) respondents, followed by 7 (6.3%) respondents have been attached for the range of 2-3 years, However, only 2 (1.8%) of respondents have attached to Sheger Park Friendship square phase 1 and 2 for more than 4 years. This implies that the higher number of the respondent who participated in this study worked for their organization for 0-1 years' experience so this might not help them to have a good understanding of the culture of the organization and also new organization which in turn might not help to give the right answer to the prepared questionnaire. It can be significantly found out that there are very few employees with some number of working years and it is highlighting that the turnover of employees is relatively high and that the organization needs to keep its core employees longer.

The respondents were asked to indicate their job characteristics in the organization since the job characteristics determines to analyze which area or department is more vulnerable to employee turnover. It also makes easy of analyzing state of satisfaction, or intention of employees to leave the organization. From the total number of respondents 77 (69.4%) are other, 16 (14.4%) are tickers, child care are 8 (7.2%), Finance are 4 (3.6%), and tour guide, IT and HR are 2 (1.8%) This implies that the organization employees are skilled and also it is clear that most of the respondents are other.

Various studies have examined the relationship between pay and intention to leave and have found a consistent association between larger salaries and lower rates of intention to leave (Kelly, 2004; Stockard and Lehman, 2004). As can be indicated in salary range, respondents 5 (3.6%) earned a salary range between ETB 3201-5250 ETB. the next salary range between ETB 5,251 - ETB 7,801 salary range take a share of 16 (14.4%), the next one salary range between ETB 7,802 - ETB 10,900 salary range take a share of 61 (55.0%).The remaining respondents' were put in place at a salary range of above ETB 10,901 takes a share of 30(27.0%). The employee's level of compensation could have significantly affected the employee's decision to

remain employed with the organization General compensation and financial rewards alone may have some impact on employee turnover.

4.3 Cronbach's alpha Analysis

Pearson correlation test was conducted to check the magnitude of correlation between the dependent variable, intention to leave and independent variables such as work environment, job security, recognition and compensation.

Reliability analysis was used to ensure that all items used in each variable are free from error, Therefore, providing consistent results. The reliabilities of scales used were assessed through Determination of Cronbach's alpha. In general, reliabilities of more than 0.7 are good.

Table.5 Summary of reliability statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.939	0.939	23

4.4 Descriptive Analysis

In order to measure the effect and actual performance appraisal practices in Sheger Park Friendship Square phase 1 & 2, 23 questionnaires were distributed for employees to get their genuine feedback and insight about the subject. The researcher collected and summarized the reply in terms of mean and standard deviation of the study in the following table. To analyze the data, the researcher applied Pihie (2009) decision rule for mean score interpretation. According to Moidunny, K. 2009. The mean score of 1.00-1.80 is very low, 1.81-2.60 low, 2.61 – 3.20 medium, 3.21 – 4.20 high, and 4.21- 5.00 mean score value is very high.

Table 6. Mean and Standard Deviation

	N	Minimum	Maximum	Mean	Std. Deviation
Work Environment	111	1	5	2.9640	0.42401
Job Security	111	1	5	2.8919	0.80455
Recognition and Achievement	111	1	5	3.0252	0.32710
Compensation	111	1	5	2.9712	0.40168
Turnover Intention	111	1	5	3.1351	0.97688
Valid N (Listwise)	111				

Source: Own Survey Output (2023)

The researchers deployed, descriptive statistics analysis to understand the level of job satisfaction dimensions and turnover intentions of employees of sheger park friendship square phase 1 and 2. In the above table it can be seen that the mean value of four independent variables Work Environment (Mean=2.9640 and SD =0.42401), Job Security (Mean= 2.8919 and SD =0.80455), Recognition and Achievement (Mean = 3.0252 and SD=0.32710), Compensation (Mean=2.9712 and SD=0.40168), have a medium mean score between 2.61 up to 3.20. It can be said that sheger park friendship square phase 1 and 2 employees have medium satisfaction levels related to these predictors or in general displaying a medium level of job satisfaction. Whereas the mean score of turnover intention is 3.1351. Hence, it can be said that sheger park friendship square phase 1 and 2 employees have a medium level of intention to leave the company.

4.5 Correlation Analysis

In statistical terms, Correlation is a method of assessing a possible two-way linear association between two continuous variables. The Pearson's product movement correlation coefficient was computed to determine the relationships between. Work Environment, Job Security, Achievement and Recognition, compensation/pay, and turnover intention.

The value of the coefficient (r) ranges from -1 up to +1. The value of the coefficient of correlation (r) indicates both the strength and direction of the relationship. If r = -1 there is a perfectly negative correlation between the variable. If r = 0 there is no relationship between the variable and if r = +1 there is a perfect positive relationship between the variables.

Table 7. Correlation Coefficient Table

		Work environment	Job security	Recognition	compensation	Turnover intention
Work environment	Pearson Correlation	1	.524**	.648**	.334**	.544**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000
	N	111	111	111	111	111
Job security	Pearson Correlation	.531	1	.502	.334	.588
	Sig. (2-tailed)	0.000		0.000	0.000	0.000
	N	111	111	111	111	111
Recognition	Pearson Correlation	.557	.332	1	.257	0527
	Sig. (2-tailed)	0.000	0.000		0.000	0.000
	N	111	111	111	111	111
compensation	Pearson Correlation	.552	.584	.501	1	.521
	Sig. (2-tailed)	0.000	0.000	0.000		0.000
	N	111	111	111	111	111
Turnover intention	Pearson Correlation	.544	.580	.524	.521	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	111	111	111	111	111

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

Source: Own Survey Output (2023)

Based on the above table information, independent variables like Work environment (r= 0.544, p>0.05), job security (r= 0.588, p>0.05), recognition (r= 0.525, p>0.05), compensation/pay (r= 0.507, p>0.05), and the dependent variable (turnover intention) are positive correlated and have large and significant correlation with each other.

4.6 Regression Analysis

A regression analysis was conducted to determine the effect of job satisfaction on employees' turnover intention: the case of Sheger Park Friendship Square phase 1 and 2. Before discussing the outputs of the regression tests for violation on the classic linear regression model assumptions were conducted as follows.

4.6.1 Testing for Violations of Statistical Assumptions

Most statistical tests make assumptions about the variables that will be utilized in the analysis. The results may be unreliable if certain assumptions are not met, leading to a Type I or Type II error, as well as an over-or underestimation of significance or effect size (s).

4.6.2 Normality and Linearity Tests

According to Park (2008), one common assumption is that a random variable is normally distributed. Normality is frequently inferred in statistical analysis without any empirical proof or test. However, many statistical procedures require normality. Interpretation and inference may not be reliable or valid if this assumption is violated.

Table 8. Skewness and Kurtosis results for job satisfaction

Variable of job satisfaction	N Statistic	Skewness		Kurtosis	
		Statistic	Std error	Statistic	Std error
Work environment	111	-.552	.229	-.236	.445
Job security	111	.320	.229	-1.178	.445
Recognition	111	.086	.229	-.030	.445
compensation	111	1.004	.229	2.707	.445
Turnover intention	111	.396	.229	-.838	.445

Source: Own Survey Output (2021)

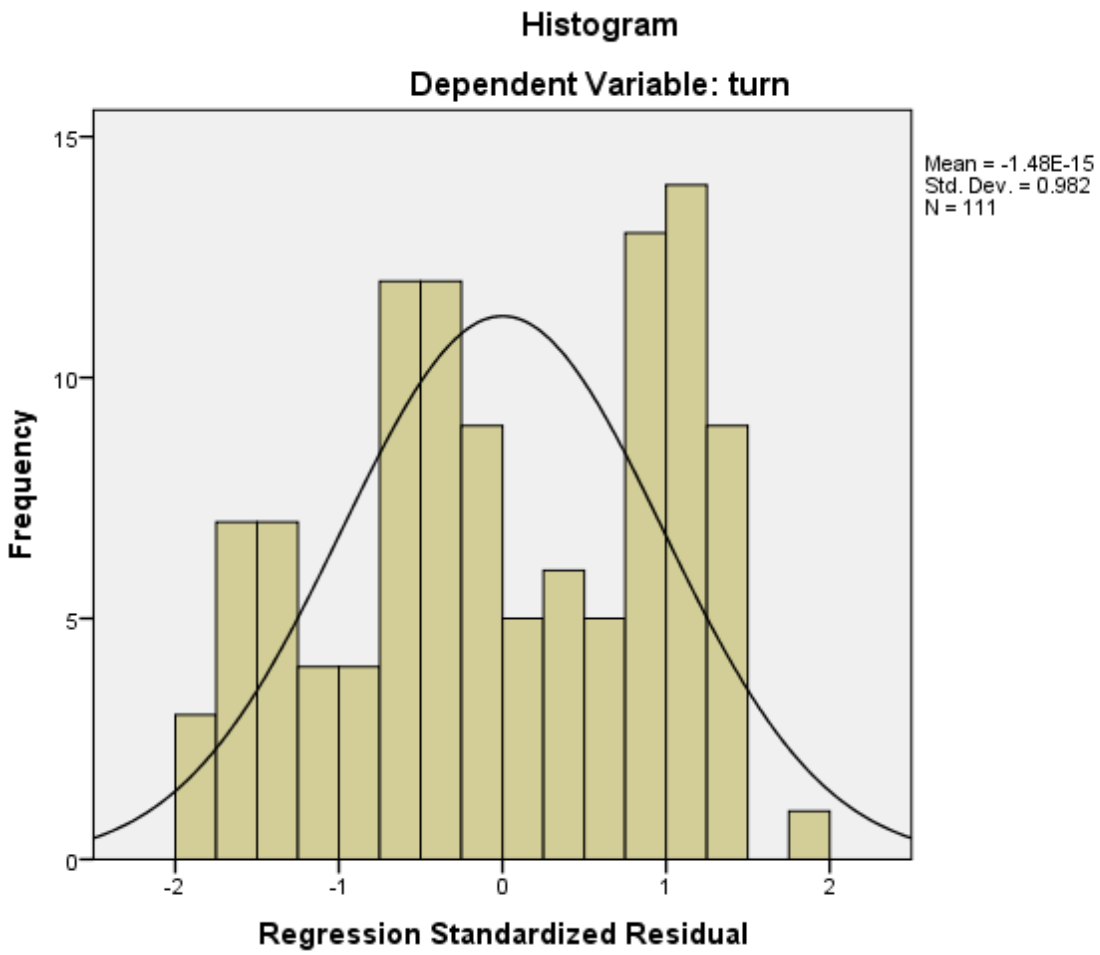
As can be observed from the tables the results of skewness and kurtosis values in relation to standard errors are between the acceptable ranges of ±2.00.

According to (Gujarati, D., & Porter, D. C. 2004), in testing the normality assumption, three tests of normality could be considered: a) histogram of residuals; b) normal probability plot (NPP), a graphical device; and c) the Jarque–Bera test (it is an asymptotic, or large-sample, test). As

indicated below, Because of their simplicity, the first two simple graphical instruments for testing the normality assumption were applied in this study.

- **Histogram of Residuals**

Figure 2: Normal distribution of the data



Source: Own Survey Output (2023)

A histogram of residuals is a simple graphic device that is used to learn something about the shape of the Probability Density Function of a random variable. On the horizontal axis, the values of the variable of interest are divided into suitable intervals, and in each class interval.

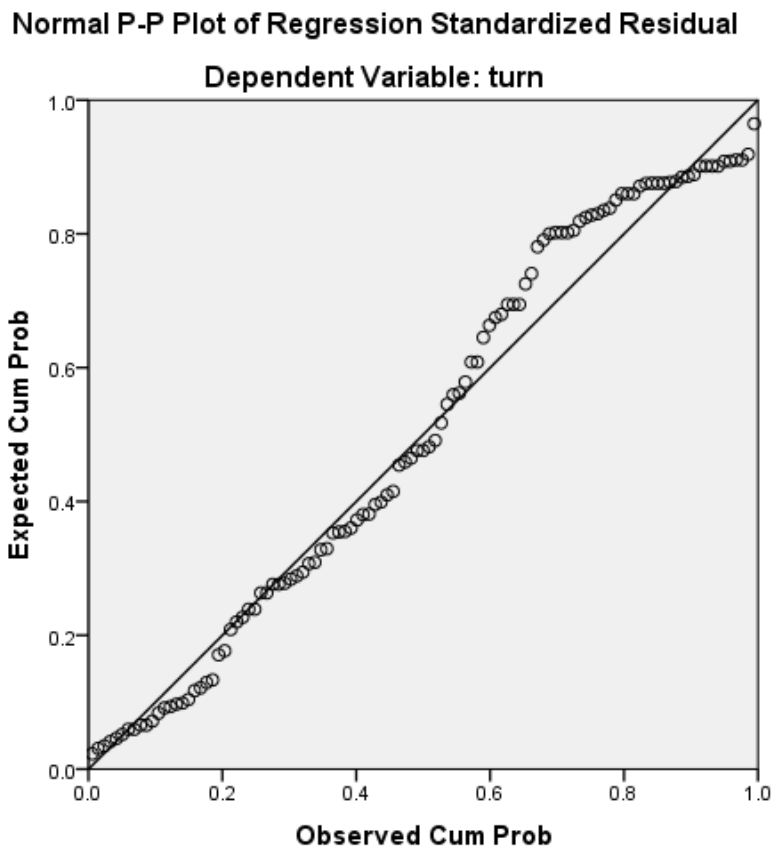
Rectangles are erect equal in height to the number of observations (frequency) in that class interval. If the residuals are normally distributed around its mean of zero the histogram is bell-shaped. The shape of the histogram as shown below in figure 2 revealed that the residuals are

normally distributed around its mean of zero. This shape indicates that the majority of scores are clustered around the distribution's center (so the largest bars on the histogram are all around the central value).

- **Normal Probability Plot**

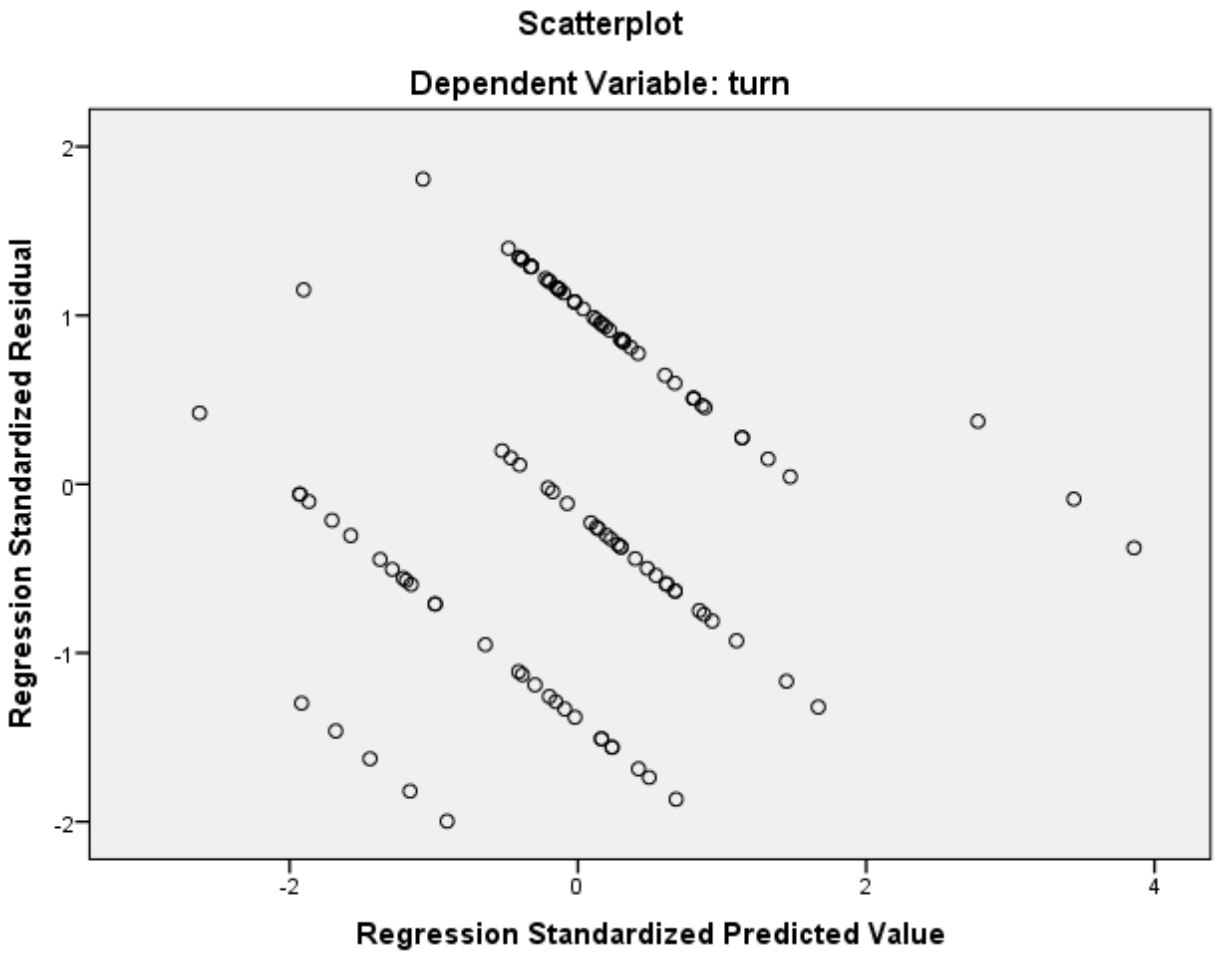
In addition to a histogram of residuals, the normal probability plots were used to test the normality of the data. It is a comparatively simple graphical device to study the shape of the probability density function (PDF) of a random variable in the normal probability plot (NPP).

Figure 3: Normal p-p plot of Regression Standardized Residual



- **Scatter Plot**

Figure 4: Scatter Plot



4.6.3 Multi collinearity Test

The multi collinearity test was performed to determine if the independent variables were not highly correlated with one another. To detect this, pair wise and multiple variable collinearity tests of Tolerance and its inverse Variation Inflation Factor (VIF) were used. Accordingly, the table below presents these values of the two independent regression independent variables.

Table 9: Collinearity Statistics for a Regression model

Model		Collinearity Statistics	
1	(Constant)	Tolerance	VIF
	Work Environment	0.921	1.086
	Job Security	0.861	1.162
	Achievement and Recognition	0.953	1.049
	Compensation	0.847	1.181
a. Dependent Variable: Turnover Intention			

Source: Own Survey Output (2021)

The VIF is a measure of the reciprocal of the complement of the inter-correlation among the predictors. The decision rule is a variable whose VIF value is greater than 10 indicates the possible existence of multi collinearity problem. Tolerance (TOL) defined as 1/VIF, is similarly used by countless researchers to check on the degree of collinearity. The decision rule for tolerance is a variable whose TOL value is less than 0.1.

4.6.4 Independence of Observations

The Dublin-Watson (DW) test was used to check the independence of residuals from one another. A regression analysis using the DW test statistic indicated the following values for the regression model. The residuals are not correlated if the Durbin-Watson statistic is approximately 2, and a tolerable range is 1.50 - 2.50

Table 10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.576[a]	.332	.307	.81329	.332	13.176	4	106	.000	.377

a. Predictors: (Constant), compensation, work environment, recognition , job security
b. Dependent Variable: turnover intention

Source: Own Survey Output (2023)

4.7 Regression Analysis and Discussion

Overall, the model passed the four diagnostic tests by Classical Linear Regression Assumptions (CLRM). The next part will present the results of the regression output to analyze the factors of job satisfaction on employee‟ turnover intention.

Regression analysis is preoccupied with describing and evaluating the relationship between a given independent and dependent variable(s). It is used must be able to recognize the relationships between variables and forecast the value of one variable based on the value of another.

4.7.1. Regression analysis

Table 10, indicates the investigation of the relationship between job satisfaction factors (wok environment, achievement and recognition, compensation/pay, job security) and turnover intentions. All dimensions were examined using multiple regression analysis to ascertain the extent to which they explain that the variance in turnover intention sheger park friendship square phase and 2.

The R-value is the correlation coefficient between the dependent variable and the independent variables are taken together. The adjusted R square indicates the extent or percentage of the independent variables which can explain the variations in the dependent variable.

As per the multiple regression model result, the R-value is 0.576, which showed that a large correlation between the dependent variable and independent variables exists, the adjusted R square value of 0.332 showed that those independent variables can explain of the variation in the dependent variable i.e. turnover intention is explained by these five predictors; while the rest of turnover intention is influenced by other variables which are not incorporated under this study. Since this model explains only 30.7% of the dependent variable that reveals the model is weak.

Table 11 ANOVAa

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.860	4	8.715	13.176	.000[b]
	Residual	70.113	106	.661		
	Total	104.973	110			

a. Dependent Variable: turnover intention
b. Predictors: (Constant), compensation, work environment, recognition, job security

Source: Own Survey Output (2023)

Table 11, shows the ANOVA test on the general significance of the model. The result revealed that the set of predictors is statistically significant at predicting turnover intention, with Fstatistic= 13.176 and P-value (Sig. = 0.000) is less than alpha value 0.05. Therefore, the independent variables are significant to explain the variance in turnover intention.

Table 12 Regression Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.217	.951		-3.383	.001
	Work Environment	.725	.191	.315	3.802	.000
	Job Security	.022	.104	.019	.216	.029
	Recognition	.509	.243	.170	2.096	.038
	Compensation	.875	.210	.360	4.171	.000

Dependent Variable: turnover intention

Source: Own Survey Output (2023)

Table 12, shows the extent to which each independent variable influences the dependent variable. The result shows the regression coefficient (beta) that has a negative sign indicates the independent variables have a negative impact on turnover intention.

The beta coefficient values shown in Table 12 indicated that significant p-value > 0.05 for all those four predictors. Hence, these predictors (work environment, achievement and recognition,

compensation, job security) have a positive relationship with employee turnover intention. It also has a significant impact (contribution) on turnover intention. Therefore, it can be said that the increase or decrease of the value of those variables has a significant impact on the level of employee turnover intention at Sheger park Friendship square phase 1 and 2.

The regression model is a model which explains the relationship between a dependent and independent variable in which variables on the right side of the model are independent variables including the constant term and dependent variable in the left side of the model.

Therefore, the following model is formulated by using the coefficients of the independent variables.

Y=βo+$\beta 1X1$+$\beta X2$+$\beta 3X3$+$\beta 4X4$+μ

$WhereY$=$the\ dependent\ Variable$, Intention to leave βo=$Yaxis\ intercept$

\($the\ constant\ beta\ value$)

$\beta 1$, $\beta 2$, $\beta 3$ and $\beta 4$ $is\ beta\ weight\ for\ each\ independent\ variables$

$X1$, $X2$, $X3$ and$X4$

X1 (work environment), X2 (job security), X3(recognition and achievement) X4 (compensation)

μ=$theerrorterm$ (0.05)

TI=3.127 0.315 (WE) 0.019 (JS) 0.170 (RA) 0.360 (C) +0.05

The regression coefficient explains the average amount of change in the dependent variables due to unit change in the independent variable holding other explanatory variables constant. The result shows the regression coefficient (beta) that has a positive sign indicates the independent variables have a positive impact on turnover intention.

4.8 Summary of Regression Analysis

Based on the regression result the hypothesis of the study is tested and presented as follows.

Results of Hypothesis H1:

H1: Work Environment has a positive and significant effect on employees' turnover intention. As we can see in the above coefficient table, achievement has a beta value of 0315 (P >0.05).

Null: Work Environment has a positive and significant effect on employees' turnover intention.

Alternative: Achievement has a positive and significant effect on employees' turnover intention.

Results of Hypothesis H2:

H2: Job Security has a positive and significant effect on employees' turnover intention. As we can see in the above coefficient table, achievement has a beta value of 0.019 ($P<0.05$).

Null: Job Security has a positive and significant effect on employees' turnover intention.

Alternative: Satisfaction with Job Security has a positive and significant effect on employees' turnover intention.

Results of Hypothesis H3:

H3: Recognition and Achievement has a positive and significant effect on employees' turnover intention. As we can see in the above coefficient table, achievement has a beta value of 0.170 ($P>0.05$)

Null: Recognition and Achievement has a positive and significant effect on employees' turnover intention.

Alternative: Satisfaction with Recognition and Achievement has a positive and significant effect on employees' turnover intention. .

Results of Hypothesis H4:

H4: Compensation has a positive and significant effect on employees' turnover intention. As we can see in the above coefficient table, organizational commitment has a beta value of 0.101 ($P>0.05$)

Null: Compensation has a positive and significant effect on employees' turnover intention.

Alternative: Satisfaction with Compensation has a positive and significant effect on employees' turnover intention.

The negative and significant finding is consistent with Ghayas M.M & Siddiqui S. J (2012) According to their study Payment/compensation, work environment; achievement and job security have a positive impact on turnover intentions. The negativity in the relationship showed that with the increase in the satisfaction level of these facets of the job satisfaction, employees are less likely to have the intentions to switch the job and vice versa. Hence, to reduce turnover intentions, the managers in the industry should focus on raising job satisfaction levels in the above-mentioned aspects of employee work satisfaction.

Table 13 Summary of Hypothesis Table

Summary of hypothesis table			
Variable	Significance	Relationship	Remark
work environment	0.000	positive	Reject null hypothesis and Accept alternative hypothesis
job security	0.829	positive	Accept null hypothesis and reject alternative hypothesis
Achievement	0.038	positive	Reject null hypothesis and Accept alternative hypothesis
Compensation	0.000	positive	Reject null hypothesis and Accept alternative hypothesis
Own Survey Output (2023)			

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

Introduction

In this chapter, the conclusions and recommendations are discussed. For clarity purposes, the summary of findings is based on the objectives of the study, and the conclusions are based on the findings of the study. Based on the conclusions of the study recommendations are made to regulatory bodies of Sheger Park Friendship square phase 1 and 2and suggestions for future researchers.

The survey was conducted in Sheger Park Friendship square phase 1 and 2. A total of 122 numbers of structured questionnaires were distributed to the respondents out of which 122 questionnaires were returned, 7 (6%) questionnaires were uncollected. Out of the returned 4 questionnaires or 3% of them not included in the further analysis due to incomplete and invalid responses. Therefore, 111 questionnaires were processed for the analysis of data with a response rate of 91% which indicates an acceptable survey response rate. And, among the 111 valid respondents of study 43(38.7%) were male; whereas, the remaining 68(61.3%) were female respondents. By using reliability test factors of job satisfaction and turnover intention questionnaires were tested and their Cronbach alpha coefficient measures > 0.7.

The researcher applied a quantitative approach; descriptive statistics to assess the level of employee job satisfaction and employee turnover intention. And, inferential statistics of Pearson correlation in describing the relationship between job satisfaction and employee turnover intention, and path analysis in evaluating the effect of job satisfaction on employee turnover intention. The summary of findings was made based on the five specific objectives of the study as follows.

5.1. Summary of Findings

The summary of the finding was drawn based on the objectives and the finding of the study. Accordingly, the following summary of the finding was drawn for each objective:

Mean score value is very high Standing from this Sheger Park Friendship square phase 1 and 2 employees have a medium level of job satisfaction with work environment (Mean=2.964 and SD =0.4240), job security (Mean=2.8919 and SD =0.804), recognition (Mean=3.025 and SD =0.3271), compensation (Mean=2.9712 and SD =0.4016), Whereas the mean score of turnover intention is 3.1351. Hence, it can be said that Sheger Park Friendship square phase 1 and 2 employees have a medium level of intention to leave the company.

Using correlation analysis revealed that factors of job satisfaction, work environment, job security, recognition and compensation have a large, positive, and significant relationship with employee turnover intention. The third findings of the study using regression analysis showed that the adjusted R square value of 0.307 depicting 30.7 % of the variation in employees' turnover intention is explained by the factors of job satisfaction used in this study, while the rest of 66.1% turnover intention is influenced by some other variables.

The regression coefficient (beta) also showed the extent to which work environment, job security, recognition and compensation influences the dependent variable. Accordingly, four variables a positive and significant beta value at the level of P>0.05. Therefore, it can be said that the increase or decrease of the value of four variables of job satisfaction had a positive and significant impact on the level of employees' turnover intention at Sheger Park Friendship square phase 1 and 2.

Amongst these factors of job satisfaction work environment, job security, recognition and compensation, relatively high impact to the variation of turnover intention This coefficient shows the extent of each independent variables influences the dependent variable differently.

5.2. Conclusion

This research was conducted with the prime intent of critically assessing the effect of job satisfaction on employee turnover intention in Sheger Park Friendship square phase 1 and 2. Based on the objectives and findings of the study, the following conclusions are worth drawn.

The results of the study enable us to conclude that Sheger Park Friendship square phase 1 and 2. Employees have a medium level of job satisfaction and Similarly, Sheger Park Friendship square phase 1 and 2 employees have a medium level of intention to leave the company. As Pearson

correlation results of this study indicate the researcher generalized that job satisfaction, has a large, positive, and significant relationship with employee turnover intention. From the findings, the researcher concluded that job satisfaction affects turnover intention in the Sheger Park Friendship square phase 1 and 2.

Regarding Regression analysis output, we can conclude that satisfaction with work environment, job security, recognition and compensation, have a positive and significant effect on dependent variables.

The researcher concluded that the overall employee's intention to leave the organization was high and this indicates that Sheger Park Friendship square phase 1 and 2.management does not provide high attention to work environment, job security, recognition and compensation of the employees.

5.3. Recommendation

The following suggestions are recommended to the policymakers and /or Sheger Park Friendship square phase 1 and 2 management (from highest to lower-level management) in general and HR in particular which will help to increase the level of employees' job satisfaction and in turn reduce the level of employees' turnover intention at Sheger Park Friendship square phase 1 and 2 organization.

1. The finding of the study showed that Sheger Park Friendship square phase 1 and 2 employees have a medium level of job satisfaction which is expressed in its factors; work environment, job security, recognition and compensation Thus, it is recommended That Sheger Park Friendship square phase 1 and 2 management division:

- Management in general and Sourcing and facility division, in particular, has to create standardize working environments; standardize office, office equipment, café, clean restrooms, and their exposure, as well as other health and safety provisions, depend on nature of the work. That helps to increase job satisfaction in turn reduces employee turnover intention.
- Management should work towards creating smooth and conducive work environment and work closely with subordinates and providing all required comfort and ease to perform the job to the employees to retain its qualified and experienced employees.

2. The second findings revealed that factors of job satisfaction work environment, job security, recognition and compensation were found to be negatively and significantly associated with employees' turnover intention at Sheger Park Friendship square phase 1 and 2. Among these five factors, were found positive and significantly associated with employees' turnover intention. Therefore, it has been recommended that Sheger Park Friendship square phase 1 and 2.

- The Management policy and procedure manual which can guarantee management members on; in this organization all employees are contract not constant employees so because of this employee not secured and then new job search in general job security. The management is responsible to improve the policy.

3. The third findings using regression analysis also showed the increase or decrease of the value of the predictor variables (work environment, job security, recognition and compensation) had a positive and significant impact on the level of employees' turnover intention at Sheger Park Friendship square phase 1 and 2.Therefore, it has been recommended that Sheger Park Friendship square phase 1 and 2.

- Managements (the highest to lower-level management) should have to acknowledge employee's achievements on a daily, weekly, monthly, and annual basis. In addition to this, executing a formal program to recognize top achievers in every job category is essential. Furthermore, these acknowledgments create a healthy competition environment among employees that helps to increase satisfaction and reduce turnover intention.
- Even if recognition is statistically insignificant for turnover intention, the management should give attention to solve problems associated with these variables since they are dissatisfied with the recognition.
- Management are strong connection to the employee the manager always close relation to the employees to suggest the organization to improve this thing.
- The management should consider incentives and periodically adjust salary for employees‟ to increase their satisfaction with pay and benefits. Not forgetting to mention also devising performance-based reward and benefit system and salary increment to staff members during the same period.

Generally, the management of the organization has to work on employee job satisfaction to enhance employee satisfaction and reduce turnover intention.

5.4. Areas of Future Research

This study has some limitations the limitation of the respondents might be reluctant to express their true feelings about the questions asked, and also the limitation of the study is the small sample size this sample size does not reflect the general population or appropriate population concerned. So, conclusion and recommendation of the findings might be affected, busy people were not wanting to take the time, try to help by giving pleasant answers, and lack of the researcher's experience affected the research work. Furthermore, other factors that may influence Sheger Park Friendship square phase 1 and 2employee's turnover intentions are not measured.

Finally, future research also needs to explore the effects of additional variables such as organizational commitments and culture, supervision, co-workers and others those were not measured in the current study, which can also directly or indirectly influence turnover intention.

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Annexs

Appendix: A Letter of Introduction

St. Mary's University School of Graduate Studies

Master's in Business Administration

Dear Respondents,

I am a student of pursuing MBA at St Mary's University. I am inviting you to participate in this study by completing the attached questionnaires. This questionnaire is designed to collect data on the title "THE EFFECT OF JOB SATISFACTION ON EMPLOYEES' TURNOVER INTENTION'' in the case of Sheger Park Friendship Square phase 1 and 2 in partial fulfilment of Master Degree in MBA. Your genuine feedback has the utmost importance in determining the study's outcome hence, please answer all questions as honestly as possible then return the completed questionnaires. I would like to forward my deepest gratitude for your unreserved assistance to fill the questionnaire in advance. Once again thank you for taking the time to assist me in my educational endeavors.

Please be advised and sure that this study is only for academic purpose authorized by St Mary's University, Thus the information you provide, your ideas and comments are highly honored and will be treated with utmost confidentiality. Finally, if you require additional information or have questions, please feel free to contact me @ +251-973979873 or via my email address: meazaeshetu707@gmali.com

Kind regards,

Meaza Eshetu

Appendix: B Research Questions

General Guidelines:

Please put a tick "√" mark to reply each question as per your choices.

a) The response scale of the questions is as follows: 5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree

b) You are not required to write your name

Part I: Background Information

1) Gender: Male ☐ Female ☐

2) Which is your age category?

18-30 ☐ 31-40 ☐ 41-50 ☐ 51-60 ☐ ≥ 61 ☐

3) Marital Status Single ☐ Married ☐

4) Work Experience within Organization

0 – 1 year ☐ 2 – 3 years ☐ 4 and above years ☐

5) Educational level

Diploma ☐ BA/BSC ☐ MA/MSC ☐

6. Your current position

Tour guide ☐ HR ☐ IT ☐ tickers ☐ child care ☐

Finance ☐ Other ☐

7. Your current salary range between

between ETB 3,201- 5,250 ☐ between ETB 5,251-7,801 ETB ☐

between ETB 7,802-10,900 ☐ Above 10,901 ☐

	Statements	Rating scale				
		Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
	Working Environment					
1	At work, I have the necessary equipment and tools to facilitate my job.					
2	The working condition helped me to do my duties in better way					
3	The organization provides flexible work hours to accommodate my personal needs					
4	All in all, I am satisfied with the working condition of the organization					
5	At work, organization provides an independent and healthy work environment.					
	Job Security					
1	I believe safe working at my workplace					
2	I believe my job is secure					
	Recognition and Achievement					
1	I like the feeling of accomplishment I get from the job					
2	I am proud to work in Sheger Park Friendship Square phase 1 and 2 because it recognizes my achievements					
3	I feel satisfied with my job because it gives me feeling of accomplishment					
4	I feel I have contributed towards Sheger Park Friendship Square phase 1 and 2 goals					
5	My boss/ manager /supervisor always thanks me for a job well done					
	Compensation					
1	I am satisfied with the payment I receive from Sheger Park Friendship Square phase 1 and 2.					
2	I receive an additional payment if I do additional work.					
3	I feel my salary is enough to support my lifestyle.					
4	All necessary fringe benefits are provided in Sheger Park Friendship Square phase 1 and 2).					
5	Regarding salary, I feel that I am treated fairly compared to colleagues in Park					

	Turnover Intentions					
1	I stayed at the current job because I don't have other options.					
2	I try my best to look for a new job.					
3	I am already fed up with working in this organization					
4	I often think of leaving Sheger Park Friendship Square phase 1 and 2					
5	I will likely actively search for a new job in the next year.					
6	The moment I can obtain a better job, I will resign from Sheger Park Friendship Square phase 1 and 2					

Thank you for your time!!!