

**ANALYZING CAUSE OF EMPLOYEE TURNOVER INTENTION (IN CASE OF KUTABER
TOWN HEALTH CENTER)**

**A RESEARCH PAPER SUBMITTED TO THE DEPARTMENT OF MANAGEMENT IN
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ARTS IN MANAGEMENT**



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APPROVAL SHEET

This is to certify that the senior essay prepared by **Mubarek Mohammed**. Entitled the *Analyzing employee turnover intention in the case of kutaber health center* and submitted in partial fulfillment of the requirements for the degree of BA in Management complies with the regulation of university and meets the accepted standards with respect to originality and quality.

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ACRONYM

HR: human resource

PAO: perceived alternative opportunity

TI: turnover intention

IF: internal factor

EF:external factor

ABSTRACT

The rate at which employees enter and withdraw from organization is become a source of concern to HR managers given the damaging effect of frequent turnover can have on organizations. Turnover intention is defined as an employee's intent to find a new job with another employer or organization. Turnover intention is basically the manifestation of one's inner feeling about his or her job. In other words, it is an emotional state linked to one's job, which would effectively be translated into job behaviors, and in due course would positively or negatively affect the overall performance of an employee. The main objective of the study is to identify the cause that affect turnover intentions of employees and the method employed to investigate the problems would be descriptive research. The main objective of this study would to assess the cause of employee turnover intention in kutaber health center. To meet its objective, the researcher would use descriptive type of research design. The researcher would use simple random sampling techniques for the sake of giving equal chance of being selected and because of large number of the employee the researcher would use 95 employees as a sample from 124 employees. The necessary data would be gathered from primary sources using questionnaire and interview from employee of the health center and also it would be gathered from secondary sources such as documents, references within the organization. After the necessary data would collect the researcher would use both quantitative and qualitative methods to analyze data and present these data using table because of its simple to understand and appropriate for comparison.

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CHAPTER ONE

1. INTRODUCTION

1.1. Background of the study

Every organization whether it is profitable or non-profitable are established to accomplish certain goals. In order to achieve these goals and also to run the overall function of the organization effectively, they need to have resource like money, material and human resource. Human resource believes to be the most vital of all resources. Therefore it is the human resource which shall be strongly developed to get the best out of the rest. Most senior executives say that “people are the most important asset in the organization. “But, they are also challenging because human beings by their nature give greater attention for their demand other than that of the organization they are in. As it is hard to find the appropriate work force for the organization, it is hard to satisfy enough and to retain them. Because of many reasons, failing to retain employees creates employee turnover. “Employee turnover intention is the intention of movement of people in to and out of the firm. “Employee turnover intention is the relation of workers around the labor markets, between firms, jobs and occupations, and between the stats of employment and unemployment (Abase, 2000). Employee turnover intention: is the number of permanent employee’s intention to leaving the company within the reported period versus the number of actual active permanent employees on the last day of the previous reported period (www. Management. About com.).

The reason so much attention has be paid to the topic of turnover intention has some significant effects on organization. Many researchers argue that high turnover intention rates might have negative effects on the profitability of organizations if not managed properly (Johnson, 2000).

Turnover intention has many hidden or invisible costs and those invisible costs are result of incoming employees, co-workers closely associate with incoming employees, co-workers closely associated with department employees and position being filled while vacant and all these affect the profitability of the organizations, on the other hand turnover intention effects on customer service and satisfactions. Turn over intention includes other costs, such as lost productivity, lost sales and management’s time (Jonson, 2000).Research estimates indicate that hiring and training

a replacement worker for intention to leave employee cost a proximately 50 percent of the workers annual salary (Johnson, 2000) But the costs do not stop there. Each time an employee intention to leaves the firm, it presumes that productivity drops due to the learning curve involved in understanding the job and the organization. Furthermore, the loss of intellectual capital adds to these costs. Since not only do organizations lose the human capital and relation capital of the department employees, but also competitors is potentially gaining these assets (Johnson, 2000).

Turnover intention is a well-known subject to the organization in any business culture and Industry. It is one of the most important topics that need due considerations at workplace and in any organization. Meyer et al. (1993) defined turnover intention as conscious willfulness to seek other alternative jobs opportunities in other organizations. No matter how big or small the Organization, turnover intentions among the employees exists and always be a main concern for Organization to reduce or eliminate due to the existence of associated cost. Researchers such as AjzenandFishbein (1980) and Igbaria and Greenhaus (1992), explained that Intentions are the most immediate determinants of actual behavior. Intentions are important for organizations and researchers because once people have actually implemented the behavior to quit; there is little likelihood of gaining access to them to understand their prior situation. Employee turnover is one of the challenges that faced the work organization and have impact in the performance of those organizations. The concept of Employee Turnover represents one of the themes in the analysis of the world of work among scholars in the field of management, organization behavior, and human psychology. It refers to when an individual entered a company, the interaction between the companies and the individual was supposed to increase. If the interaction could not increase to an appropriate extent, the individual's past experience would turn to be so-called Guiding Crisis and the individual would leave eventually. Accordingly, intention is a significant factor in predicting turnover. Turnover intention means the strength of intention an individual has to leave his present job and look for another job opportunity. Many studies show that employee turnover intention has strong relation to organizations (Chang, 2009).

1.2. Statement of the problem

Turnover intention is the intention of the exit of some employees and the entrance of others. Turnover intention can be quite too costly to an employer. One estimate is that it costs American Industry 11 billion dollar a year. Those costs to an employer includes costs for social security and unemployment compensation, terminal vocations, severance pay, underutilized costs for facilitates until the replacement is hired , advertisement and other expenses, administration cost of notification and payroll changes. There is also productivity loss until the new employee reaches the performance level of the one who left the job (Ivancevich, 1998).

According to (K. Aswathappa, 1997) separation are painful to both the parties and shall therefore be administered carefully The effect of turnover intention would be interspatial of operation including loss of sales, operation under capacity etc. in addition the company loses the advantage of expertise knowhow & psychological damages on remaining employee would happen and in turn has negative effect on worker's performance. It is proven that employee turnover is one of the most costly seemingly intractable turn a resource challenges contracting organization analysis of the costs associated with turnover yield surprisingly (Edwin, 1984).

As far as the researcher's observation or knowledge and preliminary discussion with HR director and personnel there is a frequent problem of employee turnover in kutaber health center. So that, this study would try to explain, analyses the different cause of turnover intention and why employees are Intend to quit their jobs. The studies also focus on level of turnover intention among employees, and cause of employee turnover intention in order to recommend the possible solution and tackle the problem in kutaber health center.

1.3Research question

- What is the level of turnover intention among employees of the health center?
- What are the causes for employee's intentions to resign from the job?
- What are methods used kutaber health center to reduce turnover intention?

1.4 Objectives of the study

1.4.1 General objective

The main objective of this study was to assess the cause of employee turnover intention in kutaber health center.

1.4.2 Specific objective

- ✓ To examine the level of turnover intention among employees of the health center.
- ✓ To assess the cause that derives employee's intention to resign from the job.
- ✓ To analysis what method used kutaber health center to reduce turnover intention.

1.5 Significance of the study

These studies would have the following significances

The study would contribute to the health center, because the findings, conclusions and recommendations of the researcher help to reduce turnover intention by setting certain assertive mechanism to the determinants or causes before it happens and increase organizational performance via keeping the talented and high skill employees to perform better. The study will help to other researchers as a reference or guidelines who want to conduct on the similar or related topics, in order to conclude and recommend on the problems by using this study as Input. In addition, it would give understanding about cause of turnover intention of Employees and plays a significant role to broaden the researcher's knowledge in the field. As a student it's good opportunity to develop the experience of conducting a research and would have significance to full filling academic requirement for degree in management program. As the management of the organization it helps to reduce turn over intention.

1.6 scope of the study

The scope of the study would geographically, conceptually, and time frame dimension. Geographically the study would conducted at kutaber health center, conceptually the study would use to show analyzing cause of employee turnover intention and timely the researcher would use the most recent data of the organization that is up of short time recording because recent data are more suitable for decision making.

1.7 Organization of the paper

This research are organized into five chapters .The first chapter would introduction, which consists of back ground of the study, statement of the problem, objective of the study, research questions, significant of the study, scope of the study and limitation of the study. The second chapter includes related review literature. The third chapter focused on data presentation and analysis of the finding. Fourth chapter would summary of findings, conclusion and recommendation based on the analysis.

1.8 Limitation of the study

The limitation of this study was face encountered some problems; the respondent might be involuntary to fill the questionnaires due to the intensity of workload. Since the researcher has students who have taken different course, I have limited time to conduct the study. More over the amount of money budget for this study have small and there has shortage of the secondary data because of these factors and others the study had the following limitations. This study have been limited only kutaber health center.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURES

2.1 Introduction

In every organization, organizations human resources are the key to meet sustainable competitive Advantage while product innovation can be duplicated or imitate, but the synergy of a company's Workforce cannot be replicated. It is for this reason that not only attracting talented employees but also retaining them is imperative for success of an organization. So that, employee turnover has become an important area of research from both a theoretical and practical standpoint. It is Important from a theoretical perspective, in understanding how the underlying causes of turnover can provide insights into how to control the phenomenon. From a practical standpoint also, learning how to minimize the turnover of skilled employees is crucial in reducing employee Replacement costs (Price, 1997). According to Meaghan et al., (2002), there is the need to find out causes of turnover, what determines employee turnover, effects and strategies that managers can put in place to minimize turnover. No matter how big or small of the organization, turnover intention among the employees exists and it is always a main concern for organization to reduce or eliminate it. One of the main goals of turnover research is to measure actual employee turnover; however, employee turnover data is often inaccessible to researchers.

Frequently, this data is unavailable because it is not accurately or consistently collected. Thus, Researchers must rely on employee turnover intention as a proxy for actual employee turnover. According to Lambert, et al., 2001, measuring turnover intention is the best method, because it is the variable that consistently and immediately precedes actual employee turnover.

2.2 Definition of Turnover

The emergence of different organizations in the country or nation and the related increase in demand for the requirement of skilled labor force leads the organizations into competition to hire and maintain the best employees. Hence, turnover becomes one of the major human resource problems of most organizations. Different scholars have tried to define employee turnover in different ways, some of the definitions are:-

Price (1997) defined the term “turnover” 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”. Invancevich&Glueck, (1989) has defined turnover as net result of the exits of employees and entrance of others to the organization. This definition includes accession and the hiring of new employees. Employee turnover is the “rotation of workers around the labor market; between firms, jobs and Occupations and between the states of employment and unemployment” (Abassi and Hollman, 2000). Gomez, Balkin&Cardy (2001). showed that employee turnover occurs when an employee ceases to be a member of an organization. The turnover rate is a measure of the rate at which employees leave the firm. Companies try to monitor and control their turnover rate so that they can in turn, monitor and control the cost of replacing employees.

Mobley’s (1982) define turnover as “the cessation of membership in an organization by an individual who received monetary compensation from the organization.” Tette and Meyer (1993) defined it as “Conscious willingness to seek for other alternatives in other organizations.” labor turnover, is the movement of employees in and out of a business, measures the extent of change in the work force due to accession (total number of workers added to employment) and separation (severance of employment at the instance of workers or employers) during a particular period of time. Employee turnover is an important parameter, which indicates the overall health of an industry or an establishment in terms of wages, industrial relations, working conditions, and other welfare facilities provided to the workers (Tekleab, Bartol and Liu 2005).

2.3 Definition of Intention and Turnover Intention

Intention is an act or instance of determining mentally upon some actions or result or the end or object intended, purpose (Oxford dictionary, 2006). Fishbein&Ajzen (1980) described the definition of intention in detail where they refer to an intention approach as “a theory of reasoned action”. According to this theory, a person’s intention is a function of two basic determinants: one personal in nature and the other reflecting social influence. In terms of personal factor, it is the individual’s positive and negative evaluation of performing the behavior which can be termed as attitude towards the behavior. In other words it is referred to the person’s judgment to perform a good or bad behavior. The second determinant of the intention is a personal perception

of the social pressure to perform or not perform the behavior in question. This factor is termed as the subjective norm since it deals with perceived prescriptions.

Turnover intention is a well-known subject to the organization in any business culture and industry. Turnover intention is the extent to which employees intend to quit their employers (Ma and Trigo, 2008). Tett and Meyer (1993). define turnover intention as an intended and conscious willfulness of an employee to leave the organization.

Turnover intention is defined as an employee's intent to find a new job with another employer within the next year. Employee turnover intention is the rate at which people (employees) want to leave an organization (Nwagbara, et al., 2013). (Schwepker 2001). noted that positive and statistically significant relationships have been reported in dozens of studies exploring leaving intentions and actual leaving behavior. In other words, intention to leave a job is an immediate precursor to actually leaving. Turnover intention is widely used as a cognitive predictor of turnover (Knudsen et al. 2009). Ma and Trigo (2008). stated that turnover intention can be used as a deputy for actual turnover. Other researchers also suggest turnover intention as one of the strongest turnover predictors (Allen et al., 2010). Liu (2008) defined that turnover intention is an important variable contributing to the act of leaving, as the level of turnover intention affects the act of turnover.

2.4 Causes of Employee Turnover

There are several reasons why people quit from one organization to another or why people leave Organization. Mobley (1982) states that a high level of employee turnover may be related to factors such as low wages or unattractive working conditions, or to a high concentration of casual or seasonal workers. Conversely high turnover may be related to a high level of demand for skills where workers are induced to change employers in a wages. Poor job feedback, job dissatisfaction, unmet job expectations, performance problems, situational constraints, socialization difficulties, greater degrees of job stress, and a lack of career advancement Opportunities among others as causes of employee turnover. According to Redman and Wilkinson (2006), better pay and prospects, personal reasons, career-related issues, company related issues, market factor, job-related issues are the main reasons for employees to leave their Organization. As Shukla and DrSinha, (2013). stated relationship between

employees and Management or the nature of the management is also another reason for most employees to quit. A poor relationship with the management can be an important reason for the employees to leave their jobs. Employer-employee relationship plays a vital role on turnover. According to Asmamaw, (2011) employees voluntarily resign their employment in an organization for various reasons which can be either the pull (external) or push (internal) factors and sometimes, it can also be the mixture of both the pull and push factors. The pull factors include the attraction of a new job especially in a growing economy. In such cases, it is the availability of alternative jobs that attracts an employee to withdraw from a particular organization while the push factor may be dissatisfaction with the present job that motivates an employee to seek alternative employment elsewhere. Job satisfaction is the attitude of employees towards his/her job. Job satisfaction is a major factor to analyze performance of an individual towards his work. Satisfied workers are productive workers who contribute towards building an appropriate work culture in an organization and have low level of turnover. Workroom, proper lightning, furniture, heating, air circulation and noise and office equipment are some of the major constitutes of work environment which influences job satisfaction and is one of the major reason due to which an organization experiences an employee's turnover (Bilal. H, 2012). Organizational instability has been shown to have a high degree of high turnover. Indications are that employees are more likely to stay when there is a predictable work environment and vice versa (Zuber, 2001). In organizations where there was a high level of inefficiency, there was also a high level of staff turnover (Alexander et al., 1994).

Perceived Alternative Opportunity; -turnover intentions is perception of alternative job opportunities among the employees (Rahman, et al., 2008). Perceived alternative employment opportunity, also known as perceived ease of movement, it is the perception of the availability of job alternatives. This perception is an uncontrollable factor because it is closely associated with the external environment, such as availability of job vacancies and unemployment rate. In addition to the market condition, educational background may affect the perception too. Higher educated workforce may consider their qualification as a competitive advantage over less educated workforce by having more choices of alternative positions (Luthans, 2011).

Job Satisfaction;-Job satisfaction is a positive emotional state resulting from the appraisal of one's job or reactions to work experiences, how workers feel about their jobs, aspect

of their jobs, and work situations (Landy and Conte, 2004). Job satisfaction is the extent to which a worker feels positively or negatively about the internal and/or external domain of his/her job (Bhuiyan and Menguc, 2002) or the contentment and enjoyment employees felt on their job.

The Person; -According to Owence, et al., (2014). These include both personal and trait-based factors. Personal factors include things such as changes in family situation, a desire to learn a new skill or trade, or an unsolicited job offer. In addition to these personal factors, there are also trait-based or personality features that are associated with turnover. These traits are some of the same characteristics that predict job performance and counterproductive behaviors such as loafing, absenteeism, theft, substance abuse on the job, and sabotage of employer's equipment or production (Owence, et al., 2014).

Unrealistic Expectations: - the unrealistic expectations and general lack of knowledge that many job applicants have about the job at the time that they receive an offer. When these unrealistic expectations are not realized, the worker becomes disillusioned and decides to quit.

The Organizational Culture: - The reward system, the strength of leadership, the ability of the organizations to elicit a sense of commitment on the part of employees, and its development of a sense of shared goals, among other factors will influence turnover intentions and turnover rate.

Demographic and Personal Characteristics of an employee: -Different researches proved different demographic characteristics for reasons of leaving the organization. These characteristics are age, gender, qualification, marital status, experience and tenure. According to Hom and Griffeth (1995). Women did not quit their jobs more freely than did men; rather they were more loyal employees. Kinship association and number of children improved turnover while the number of relatives in the community increase organizational exits. Older employees who have long stay in the company depart unusually than younger and short tenure employees.

Reward and Salary; -displeasure with salary and pay robustly motivate employee turnover (Gomez-Meijs and Balkin, 2001). The lack of different compensation packages like fringe benefits and incentive pay definitely create an impact on retaining employee or departing from the organization.

2.5 Interrelationships among Different Variables and Turnover Intention

2.5.1 Working Environment and Turnover Intention

Shukla, and Sinha, 2013, main causes of turnover are salaries, working environment and security of job. Turnover particularly arises from unhappiness from job place. In contrary employee also pushed to leave job due to the dissatisfaction in their present workplace According to (Callier, H 2011 as cited by Adugna, 2014), less than expected level of organizational physical environment of employees switch the employees towards job dissatisfaction or increase the level of Employee's turnover rate. In contrary from the above mentioned studies, satisfaction with social status, satisfaction with supervision, satisfaction with working condition and satisfaction with recognition found to be unimportant factors for employee turnover of private sector schools of Charsadda.

2.5.2 Perceived Alternative Opportunity and Turnover Intention

Numerous studies acknowledged that the perception of job opportunities triggers the turnover intention (Spector et.al 1987 as cited by Arokiasamy 2013). While actual alternatives appear to be a better predictor of turnover, there is also well-established evidence of the link between perceived alternatives and actual turnover. In their most recent meta-analysis, (Griffeth, et al., 2000) confirmed that perceived alternatives modestly predict turnover. Other researcher (Rahman, et al., 2008) also suggested a positive relationship between alternative job and job turnover.

2.5.3 Job Satisfaction and Turnover Intention

Many studies conducted in different settings found a significant negative correlation between the facets of job satisfaction and turnover intention. (Rahman, et al., 2008) found that job satisfaction had negative effect on turnover intentions of IT professional. (Griffeth, et al., 2000), (Khatri and Fern, 2001) and (Samad, 2006) found a moderate relationship between job satisfaction and turnover intentions. Meta-analysis results indicate relatively consistent negative correlations between job satisfaction and turnover (Griffeth, et al., 2000) and (Brough and Frame, 2004) also agreed that job satisfaction is a strong predictor of turnover intentions. Steven

and John conducted a study to assess job satisfaction facets and turnover intention of software developers.

They took nine facets of job satisfaction in order to see its impact on turnover intention. Turnover intention showed a significant negative correlation with all job satisfaction facets: pay, promotion supervision, benefits, rewards, working condition, worker's nature of work, Communication.

2.5.4 Personal Factors and Turnover Intention

The most significant reasons in personal factor are difficulty of job, health problem unrealistic expectation for organization, living close to family (employees quit job because they are away from their family) and because of fun (employees quit job because they enjoy in changing job) (Shah, et al., 2010).

2.5.5 Demographic Factors and Turnover Intention

The best predictor of job satisfaction is when the employees' personal values match those of the Organization. Employees' motivation towards work is extremely high when they first start their work. The morale subsequently „decreases during the next few years and remains relatively low level until workers are in their late twenties or early thirties“ (Scott et.al, 2005). However, the longer an employee stays in the organization his / her level of job satisfaction increases and continue to raise through the reminders of the workers' career.

2.5.6 Compensation (Reward and Salary) and turnover Intention

Salary stands as very important factor for Asians to stay in any organization. Survey counts Compensation and benefits as key factor coupled with employees job out of 24 key elements and out of findings, compensation is counted to be the third gratifying aspect of the job (SHRM EJS, 2009). Mostly in Asia people leave their current positions for more pay and external pay equity without much bothering about growth, loyalty or other factors. Higher salary is associated with longer tenure. Researches on compensation created a link between rewards system of the organization, the outside perspective employees that are attracted and current employees of the organization. Study shows that where with the existence of higher degree relating to the need and reward or employees, the relationship of managers and

employees grows to be stronger. Compensation/salary forms the basic glittering factor for Asians to switch to next job without much consideration of other factors. Generally, employees compare their job with other organizations in terms of job achievement and compensation (wage), so if one is having recognition that he or she is having more wages and job achievement then this will impact them positively (Choi, 2009).

2.5.7 Organization Management and turnover Intention

It is being said employees leave managers not the organization. Employees may be satisfied with the organization but in some cases they leave organization because of their Managers. Relationship with managers works for overall satisfaction of employees with the organization. Nature of management influences the individuals in terms of values of Organization, image and existence of firm (Jaffari et.al A. R.-u.-R., 2011). Transformational leaderships are defined as a leader who is able to stimulate, inspire and transform his or her subordinates to strive harder in order to achieve extraordinary outcomes (Martin and Epitropaki, 2001) as cited by (Long, et al., 2012). Transformational leaders ensure their followers' involvement by envisioning attractive future states, displaying optimism and enthusiasm, empowering them to achieve the vision, and providing the resource necessary for developing their personal potential. These leaders motivate and inspire those around them by providing meaning and challenge to their followers' work. Transactional leaders are those people who have task oriented objectives and who emphasize on work standards, and take care of time to complete all organizational tasks (Burns, 1978). The followers in turn expect that they will be compensated positively in line with the results generated by them and short-term contingent exchanges are the focus of transformational leaders (Long, et al., 2012). Transactional leadership gives followers clarity about rules and standards to protect the status quo and involves closely in monitoring and correcting followers' errors to ensure short-term success Bass (1985); Bass & Avolio (1995); House (1971) and (Yulk, 2002) as cited by (Gul, et al., 2012). Thus, transactional leadership encourages followers to carry out and understand their work in terms of strategic means stressing rules, responsibilities, expectations, stability, avoiding errors and a concrete, short-term plan.

A number of researchers (Long, et al., 2012, Ekong, et al., 2013, Gul, et al., 2012) their studies have generally shown that transformational leadership is the key factor in reducing and

mitigating turnover intentions has explored the relationship between transformational and Transactional leadership and turnover intention. In the studies undertaken by Martin and Epitropaki, it was found that transformational leadership was contrary related to turnover intentions among employees for several commercial and profit oriented based businesses (Ekong, et al., 2013). another study concluded that there is a significant relationship exist between managerial style and employee turnover and found that Most staff left the organization as a result of their superior approaches in dealing with them (Ekong et.al 2013). Another study conducted by (Gul, et al., 2012) reveals that respondents were found more inclined towards transformational leadership in regarding their commitment and turnover intentions than transactional leadership. (MbahandIkemefuna, 2012) Research revealed that the higher the satisfaction with supervision the lower the employee turnover intention. Moreover, the findings of the study show that supervisors need to provide such an environment to their subordinate where they can develop themselves personally and professionally. Although many previous studies conclude that leadership styles can affect the followers intention of leaving the organization, this notion is not supported in Long et.al (2012) study, which was conducted in Malaysian College. The study concludes that leadership styles have no significant effect on turnover intention of the academic staff in the education industry.

2.6 Types of Employee Turnover

2.6.1 Voluntary Vs. Involuntary

Voluntary turnover is when an employee self- willingly makes the decision to leave the Organization. When employees leave an organization at their own discretion, it is referred to as voluntary turnover (Noe, Hollenbeck, Gerhart Wright, 2006 as cited by (Arokiasamy 2013). It is initiated by the choice of the employee. The decision could be based on the employees obtaining a better job, changing careers or wanting more time for family or leisure activities. Alternatively, the decision could be based on the employees finding the present job unattractive because of poor working condition, low pay or benefit, a bad relation with a supervisor, lack of opportunities in career advancement and so on. In most cases, the decision to leave is a combination if having attractive alternatives and being unhappy with aspects of the current job (Gomez et al, 2001).According to (Manu, Negrin and Tzafir, 2004) who study voluntary

turnover believed it could be affected by a lack of job satisfaction, job stress as well as alternative opportunities.

Involuntary turnover is occurs when the employer makes the decision to discharge an employee and the employee unwillingly leaves his or her position. It is involuntary where the employee has no choice in their termination. (Mathis and Jackson, 2004), define involuntary turnover as “an instance of involuntary turnover, or a discharge” that “reflects an employer’s decision to terminate the employment relationship”. Involuntary turnover could be a result of poor performance, staff conflict, dismissal, retrenchment/redundancy, retirement, long term sickness, physical/ mental disability, moving /relocating abroad, death.

2.6.2 Functional Vs Dysfunctional

Functional turnover: A turnover in which poor performers leave is called a functional turnover. Functional turnover can be a positive development which gives the organization an opportunity to invigorate itself by finding a more capable substitute (Abdali, 2011).

Dysfunctional turnover: A turnover in which good performers leave is called a dysfunctional turnover. This type of turnover is inimical to the organization if appropriate replacements cannot be found (Abdali, 2011).

2.6.3 Internal Vs External

Employee’s turnover can be classified as either internal or external. It is internal when employees leave their current assignment and take up new roles or positions within the organization. This could bring both positive and negative feelings. The feeling could be positive if the new position brings about increased morale from the change of task and supervisor; alternatively, it could be negative if the new position is project related or relational disruption like holding brief for a colleague in another location. The effect of this internal turnover may be important as to require monitoring just like the external turnover. Internal turnover might be moderated and controlled by typical human resource mechanisms, such as an internal recruitment policy or formal succession planning (Wikipedia, the free encyclopedia).

2.6.4 Skilled Vs Unskilled Turnover

Unskilled employees who are generally known as contract staff usually experience high turnover. The reason for their exit is not far-fetched. This category of employees do not have status of permanent contract and consequently do not enjoy the same condition of service like their permanent counterpart, as a result, they leave the organization at the slightest opportunity of having a more favorable job. Employers do not worry about this kind of turnover because of the ease of hiring new ones and replaced without the organization or business incurring any loss of performance. However, high turnover of skilled professionals can pose as a risk to the organization due to the human capital loss in the form of skills, training and knowledge. The specialization of skilled professionals makes them more likely to be re-employed within the same industry by a competitor. Therefore turnover of these individuals incurs both replacements cost to the organization as well as resulting in a competitive disadvantage to the business. These costs can be enormous especially if the employees occupy strategic position and play key roles in the organization (Samuel et.al, 2012).

2.7 Components of Turnover Intention

Turnover intention is a tendency in an organization which incorporate various variables that characterize the intensity of it. The literature review indicates that turnover intention is a multistage process entailing of three components which are psychological, cognitive and behavioral in nature (Takase, 2009 as cited by Alemseged, 2015).

2.7.1 Psychological

Turnover intention is seen as a psychological response to negative aspects of organization's or jobs. Psychological responses were believed to trigger employee's emotional and attitudinal withdrawal reactions. These emotions and attitudes included frustration and dissatisfaction with organizations. Moreover, they included an affectively neutral form of organizational attachment and employees evaluation of future organizational commitment (Sturges& Guest, 2001;

Robison & Pillmer, 2007). Overall, the psychological component of turnover intention was seen as the starting point of the multi-stage turnover reaction (Takase, 2009).

2.7.2 Cognitive

According to Chang, Du & Huang (2006) the psychological component is seen as the starting point of turnover intention while the cognitive component is seen as the core of turnover intention. Many researchers characterize turnover intention as a cognitive manifestation of the decision to leave; hence the term was used interchangeably with withdrawal cognition. In other words, turnover intention is also defined as the final cognitive step leading to actual turnover (Lambert, Hogan & Barton, 2001). The cognitive component of turnover intention has two subcomponents, namely; the „intention“, and the verb “to” immediately following after the word intention. In some literature, the „intention“ is interpreted as a desire or thought which could activate behaviors leading to turnover. Intentions are considered hypothetical in nature. In other literature, „intention“ had stronger connotations. For example, „intention“ was thought of as a decision or a plan to leave the current position.

2.7.3 Behavioral

Another component that formed the core of the process of turnover intention was withdrawal behavior. As in the intention to of the cognitive component, withdrawal behaviors were also categorized into two groups: withdrawal from the current job, and actions oriented to future opportunities. The manifestations of withdrawing from jobs were behavioral and/or verbal. The behavioral manifestations included employees daydreaming during work, being less enthusiastic at work, coming in late and being absent from work. The verbal manifestation consisted of stated or expressed intentions to leave jobs. The future-oriented behaviors comprising the facets of turnover intention were the actualization of employees’ cognitive intentions. These behaviors were operationalized as the actual job search and willingness to take an alternative job when available. These behaviors were often operationalized to explore employee’s turnover intention (Takase, 2009 as cited by Alemseged, 2015).

2.8 Predictors of Turnover Intention

Employees resign their engagements in organizations for various reasons. However, this study is mainly focused on turnover intention which can be arise from push (internal) and pull (external)

Factors, personal factor as well as pattern of demographic characteristics that enables employees to their organization.

2.8.1 Push (Internal) Factors

Push (internal) factors are aspects that push the employee towards the exit door. In the literature it is also called controlled factors because these factors are internal and can be controlled by organizations. According to Loquercio (2006) it is relatively rare for people to leave jobs in which they are happy, even when offered higher pay elsewhere. Most staff has a preference for stability. However, some time employees are 'pushed' due to dissatisfaction in their present jobs to seek alternative employment. On the basis of available literature, push factor can be classified into:-

I. Organizational Factor: There are many factors which are attached with an organization and work as push factors for employees to quit. Among them which are derived from various studies are: salary, benefits and facilities; size of organization (the number of staff in the organization); location of the organization (small or big city); nature and kind of organization; stability of organization; communication system in organization; management practice and polices; employees“ empowerment. The other push variable called organizational justice. According to Greenberg& Baron (2000), organizational justice means fairness in the workplace. There are two of organizational justice: distributive justice, which describes the fairness of the outcomes an employee receives; and procedural justice, which describes the fairness of the procedures used to determine those outcomes.

II. Attitude Factors: In the literature, attitude is another kind of push factor which is mostly attach with employee behavior. Attitude factors are further classified into job satisfaction, job stress and job content.

2.8.2 Pull (External) Factors

Pull (external) factors are those reasons that attract the employee to a new place of work. Employees would generally like to work in prosperous and flourishing economies and as a result, employees usually move out of poor and deprived economies to seek greener pastures in more developed ones. According to Price (2001), the larger alternative employment opportunities exist in the environment, the more chances of awareness among the employees, which lead them to evaluate cost and benefit analysis and have intentions to switch jobs. Various pull factors derived from literature are availability of alternative jobs, attractiveness and attainability of employment in a growing economy. The availability is mainly about the number of opportunities outside the organization in the environment that attracts an employee to withdraw from a particular organization. The attractiveness refers to the pay levels of such opportunities and attraction of a new job in other organizations, high salary, career advancement, new challenge and interesting work, job security, good location of company, better culture, life-work balance, more Freedom/autonomy and well reputation of organization as well as more benefits and good boss.

2.8.3 Demographic Determinant Factors

A. Age

Age has been identified as a factor that may influence quitting behavior. It affected job attitudes and turnover intention. An older employee was more likely to possess a lower degree of mobility and concerned with the formal and informal benefits at a workplace than their younger counterparts. Bloomme et al., (1994), in their study on psychological contract and turnover intention among highly educated employees in the hospitality industry, commented that not much attention has been paid to the relation between age and related phase in the life course. There are three stages of adulthood and Bloomme et al., 2008, stated: “The early adulthood stage (22-32 years) can be described as the age in which founding a family and building a career are the main themes. In the middle adulthood stage (33-44 years), more attention is given to family life and the education of children.

B. Gender

Findings of the studies on the relationship between gender and turnover are mixed (Khatri et al., 2001). Weisberg and Kirschenbaum (1993) and Cotton and Tuttle (1986) found females were more likely to leave companies than males. Similarly, Brough & Frame (2004) stated that female employees generally have higher turnover levels than males. Arnold and Feldman (1982) suggested that a female is more likely to leave the organization because they have more sporadic work histories, lower tenure and lower pay. On the other hand, Miller and Wheeler (1992) reported no relationship between gender and turnover. In a study of turnover decision and gender status, Mano-Negrin and Kirschenbaum (2000) highlighted that the decision about staying or leaving in one organization is interdependent on the spousal conditions of employment.

C. Marital status

Marital status also plays some role in predicting an employee's intention to leave a job. However, there is inconsistent evidence on the influence of marital status in explaining turnover intention. Hom and Griffeth (1995) stated managers who are married showed a lower intention to leave a job compared to an unmarried manager. The primary reason for this is that being married usually increases managers' financial requirements, thereby serving as a situational constraint. The other reason was due to locational considerations. In general, a married employee chooses to remain in the same company rather than move to a different location because they do not want to force their spouse to move. On the other hand, inter- role conflict between work and family may influence turnover intention. Married employees have to balance work and family commitments with family and a lack of time and energy to participate in family activities may also encourage an employee to leave his/her job.

D. Education background

Employees with lower educational attainment have relatively less turnover intention than more educated employees. Educated employees are better informed of the alternative opportunities in the labor market. The other reason educated employees tend to quit more often compared to less educated ones is because educated employees are often more demanding and critical about their jobs. The more educated are the employees, the higher is the frequency of them considering leaving their present job (Cotton and Tuttle, 1986).

E. Length of employment / Tenure

The length of employment or tenure also plays an important role in shaping employee attitude towards leaving their present job. Some employees prefer to stay in one company because they want to keep the benefits offered. In the event of the long serving employee leaving, he or she would often not get the full benefits and welfare payments provided by the company. In most cases, the longer an employee works in one company, the longer will the employee tend to stay and in turn this minimizes any intention to leave a job. In short, long stay employees become locked into benefits, financially and with reference to status, while additionally such long service also indicates possible commitment to the industry (Khatri et al., 2001). In other cases, Griffeth et al., (2000) found employee tenure was negatively related to turnover (-0.20) suggesting that an employee who stayed longer in one organization were less likely to quit.

2.8.4 Personal Factors

Individual factors leading to turnover intentions refer to the personal characteristics of an employee. These characteristics could be those which are ingrained in the individual, such as personality, or those which are learnt, such as skill, ability etc. Studies indicate that various cognitive and non-cognitive factors do influence, directly or indirectly, an employee's intention and then finally the decision to actually quit the organization. The most significant reasons in personal factor are difficulty of job, health problem unrealistic expectation for organization, living close to family (employees quit job because they are away from their family) and because of fun (employees quit job because they enjoy in changing job) (Shah, et al., 2010).

2.9 Managing Turnover

In today's computer age, most organizations, large or small, are facing the hard truth of retaining their personnel. After engaging the most suitable persons for various jobs in the organization, the next function is how to retain them. Employee retention is one of the most critical issues facing Organizational managers because of the shortage of skilled workers, economic growth, and high employee turnover (Samuel, M and Chipunza, C, 2013). According to Mobley (1982), while understanding that the determinants of employee turnover are critical to the creation of effective

retention strategies, it is also important to understand and assess the potential costs and organizational consequences of turnover

2.10 Methods to Minimize Employee Turnover

For many years the HR staff was there to provide advice and assistance and have used different techniques as needed to reduce turnover. The following are some of the effective methods of reducing staff turnover rate:-

Training

Training employees reinforces their sense of value and provide opportunities for learning and skills development as well as consequent advancements in job responsibilities. Through training, employers help employees achieve goals and ensure they have a solid understanding of their job requirements.

Mentoring Program

A mentoring program integrated with a goal-oriented feedback system provides a structured mechanism for developing strong relationships within an organization and is a solid foundation for employee retention and growth. Effective communications, including channels for open, two-way communication, employee participation in decisions that affect them, an understanding of what is happening in the organization and an understanding of the employer's main business concerns. With a mentoring program, an organization pairs someone more experienced in a discipline with someone less experienced in a similar area, with the goal to develop specific competencies, provide performance feedback and design an individualized career development plan.

2.11 Empirical Literature review

Dr. *Ondigi*Alice and Prof. Peter MwangiWanderi Kenyatta University in their study entitled “Assessment of Causes of Labor Turnover in Three and Five Star-Rated Hotels” in Kenya founded a corresponded finding with Gupta and Shaw (1998) that pay is the most critical Turnover Intentions Push (Internal) factors are : Organizational leadership , Salary & benefit packages , Working environment , Job satisfaction , Promotion & development opportunity , Job content , Work load .Personal factors , Health problem , Family related problem ,Unrealistic expectation , Waiting to have personal business ,and Desire to learn new skill .

Pull (External) factors: Alternative employment opportunity, Better life-work balance, Job security , Career advancement & good boss , Better salary & benefit packages Demographic factors: Age, Gender , Marital status , Education background , Tenure outcome of organizational membership for employees to stay on. The unfavorable work conditions resulted to the employees developing work related stress and reduced employees’ organizational commitment. This was evident where few hotels had employees who worked up to their retirement. The study further established that employees were not involved in decision making process, even those decisions which affected their jobs. Perhaps this resulted to the main causes of resignation in the hotels under the study. It was equally evident from the findings of the study that the management did not treat their employees well as cited by the respondents. Employers were described as inflexible and they did not provide a balance between work and employees’ personal life. In addition, bad working conditions, low salaries, work stress, and injustice between the employees will help them consider the idea of leaving their work to cause an actual turnover. Generally, the rewards of the job, the internal job environment of the organization, and the opportunities available to employees internally and externally are mainly influence intent to leave. Many findings have shown that recruiting the person who appropriately fit to the organization and job specifications would have low rates of absenteeism and turnover intentions.

The study conducted on “Drivers of Turnover Intention in Public Sector Organizations” by TamkeenSaleem and SeemaGul (2013) to examine the relationship of Pay Satisfaction, organizational commitment and perceived employment opportunities with Turnover intention. It was hypothesized that higher the pay satisfaction lower will be the turnover intention and higher the organizational commitment lower will be the turnover intention. It was also hypothesized that

higher the pay satisfaction higher will be the organizational commitment as well as higher the perceived employment opportunities higher will be turnover intentions. In order to determine the relationships, results were analyzed by the use of Pearson Product Moment correlation coefficient. The overall results revealed significant relationship between the variables and supporting all the hypotheses.

In our country context the study conducted on “Factors of Employee Turnover Intention in MOHA Soft Drinks Industry S.C Teklehaimanot plant” by EndalkachewTibebu 2015, identified that nature of the work/lack of job freedom & autonomy, lack of opportunity for promotion & development, unplanned future career /uncertainty of future career, uncomfortable working environment, lack of organizational commitment, least remuneration and availability of alternative employment opportunity were contributed to the respondents’ intention to leave the company. However, one identified factor i.e. recognition was found to be unrelated to the respondents’ intention to leave the company. Concerning the respondents’ demographic characteristics result, the age category between 23-29- which is productive experienced intention to leave the company along with single and male respondents. Respondents with better educational background and less experience have also intent to leave the company which shows a clear turnover problem.

The other study conduct on “Assessment of Professional Employees Turnover intention and Retention Practice in Wegagen Bank S.C” by SelamAdenew 2015, present the major findings from the analysis of both quantitative and qualitative data and founded that perceived better opportunity, salary and benefit packages, job satisfaction and leadership as main factors for turnover intention of professional employees in WB while, personal factors and working environment are not factor for professional employee's turnover intention in the bank.

Similar study conducted on “Determinants of Turnover in terms of Intention to Leave on NIB Bank S.C” by Tewfik Abdella 2015, founded that the primary element that emerged from questionnaires show that 88% of the factors were caused by internal factor such as low salary, lack of job satisfaction, poor staff involvement in organization issues, poor management, poor working resources, lack of staff development policy, job stress, lack of promotion, poor participation on decision making issues, lack of job challenges all these are internal factors.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Research design

The study would focus on analyzing cause of employee turnover intention in case of kutaber health center. The researcher would use descriptive research design because descriptive study concerns with arranging summarizing and presenting numerical data in the form of table that the reader can understand easily.

3.2. Sources of data

The necessary data would gather from primary sources such as employees, managers, etc. And also it would gather from secondary sources such as documents, references within the organization. The primary data would gather from filled questionnaires and also the secondary data which would collected from documents and records that are related with the employee turnover intention of the organization.

3.3. Total Population, sample size and sampling techniques

Total populations would the total number of employees on which the research would to conduct this research. The total number of employee in kutaber health center currently is about 125. Because of large number of employee, the researcher would use sample size calculation to get the necessary information about the research to be conducted, the sample size would be determined as follow by using TayroYamane (1967) formula.

$$n = \frac{N}{1 + N(e)^2}$$

Where e=margin of error

$$n = \frac{124}{1 + 124(0.05)^2} \quad n = \text{sample size}$$

$$n = 94 \quad N = \text{total population}$$

Therefore, the researcher would use 94 as a sample from the total population of 124. Current employees of entries with confidence level and 5% of margin of error means that the researcher has 95% confidence that the findings of this study would be in the internal of 5% error from the true value of the population. To conduct this research, the researcher would use simple random

sampling because each member of the population under study would be equal chance of being selected. This technique involves selecting at random from all list of the population (sample frame) the required number of subjects for the sample.

3.4. Data collection techniques

The researcher would use both primary and secondary sources of data. The primary source would be collected through interview to human resource manager in kutaber health center and questionnaire to the employees of the kutaber health center that includes both open ended question and closed ended question. It has very convenient for collecting factual data and is usually easy to analysis. The secondary sources of data include books, internet and record files, other published and unpublished documents.

3.5. Method of data Analysis and interpretation

The researcher would use both quantitative and qualitative methods to analyze data. The researcher would use qualitative method to analyze the opinion and response of employees in the form of narration and quantitative method also use to analyzed the data in the form of tabulation, percentage and frequency; this helps to understand and interpret easily. The method of presenting data the researcher would use table because of its simple to understand and appropriate for comparison.

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

This chapter is developed to analyze the data gathered through questionnaires from employees of kutaber health center with regard to cause employee turnover intention. *Out of the total administrated questionnaires (94), 94 questionnaires were returned by employees.*

Table 4.1 personal profile\ of sample respondents by sex, age and education level

No	Item	Frequency	
		Respondent	Percentage (%)
1	Sex		
	Male	75	80%
	Female	19	20%
	Total	94	100%
2	Age		
	18-30	66	70%
	31-45	17	18%
	45 and above	11	12%
	Total	94	100%
3	Educational level		
	Certificate	13	14%
	Diploma	22	23%
	BSC degree	36	39%
	Master degree and Above	23	24%
	Total	94	100%

Sources; questionnaires'', 2012

Based on the response obtained, as shown in table 1, item 1 shows that 75(80%) of the respondents were the male employee and 19(20%) of the respondents were female employees. This implies that most of the respondents are male employees

Regarding their age the respondent are categorized into 3 age group such as 66(70%) of the respondents lied in 18-30 years, 17(18%) of the respondents lied in 31-45 years and the rest 11(12%) of the respondents lied above 45 years. One can easily understand that the work force population is dominated by the age group between 18-30 years.

In the same table item 3 shows that 13(14%) of the respondents said that they had certificate, 22(23%) of the respondents said that they had diploma, 36(39%) of the respondent said that they had degree the rest of 23(24%) respondents said that they had second degree and above. This implies that the health center holds more educated personnel that means most of the employees have degree.

Table 4.2 Income level of employees

No	Item	Frequency	
		Respondent	Percentage (%)
1	Your income level per month		
	1600-2200	26	28%
	2201-3000	41	44%
	3001-4000	10	11%
	above4000	17	18%
	Total	94	100%

Source, Questionaries' 2012

Based on the response obtained, as shown in table 2, item 1 shows that 26(28%) of the respondents are include your income level is 1600-2200, 41(44%) of the respondents are your income level is 2201-3000, 10(11%) of the respondents are your income level is 3001-400 and 17 (18%) of the respondents are your income level is above 4000. This implies that most of the respondents are your income level is 2201-3000 this indicates the employee's salary is low and it increases employee turnover intention.

Table 4. 3About current work

No	Item	Frequency	
		Respondent	Percentage (%)
1	Are you happy in your current work?		
	Yes	37	40%
	No	57	60%
	Total	94	100%

Sources; Questionnaires', 2012

As it was indicated from above table 3 item 1 , the table designed to show whether employees are happy there in current work or not and the reason for this, as shown in the table above item1, out of total 94 respondents 37(40%) of them replied that they are happy in their current work. The remaining 57(60%) of the respondents responded that they are not happy in current work.

The reason for 57(60%) of the respondent not happy in their current work responded that they are too interested well organized (no favorable condition) management is not satisfactory; environment is not conducive, lack of good governance environmental they are not getting what they deserve in both financial and psychological. Form this one can understand that majority employee of the health center are not satisfies in current work.

Table 4.4 about employee turnover intention in the organization

No	Item	Respondents	
		Respondents	Percentage (%)
1	Is there employee's turnover intention in your organization?		
	Yes	75	80%
	No	19	20%
	Total	94	100%
2	If your answer in item 1, is "yes" what type of turnover		
	Voluntary	15	20%
	Involuntary	60	80%
	Total	75	100%

Sources: Questioner, 2012

In the first item of table 4 above, 75(80%) respondents responded that there is employee's turnover intention in their organization and 19 (20%) of the respondent also responded that there is no employee's turnover intention in the health center. Form above table one can easily understand there is high employee turnover intention in kutaber health center.

The second item table above indicates that from total respondents of 62 in item 1, who say yes there is employee turnover intention in their organization, 15(20%) of the respondents responded that turnover is voluntary turnover intention and 60(80%) of the respondents responded that it is involuntary turnover intention.

Table 4.5 cause for employees' turnover intention in the organization

No		Respondents	
		No	Percentage
1	What do you think the cause for employees to leave the organization?		
	Working condition procedures	25	26%
	Advance and promotion	7	8%
	Compensation	5	5%
	Salary scale	11	12%
	Other	46	49%
	Total	94	100%

Sources; Questioner, 2012

Table 5 indicates respondents view on the items related with cause for employee turnover intention in the organization as shown the table above 25(26%) respondents responded that working condition procedures, 7(8%) respondents respondent that advance and promotion, 5(5%) respondents responded that compensation, 11(12%) respondents responded that salary scale, and the remaining 46(49%) respondents respond that other factor like, work load, lack of good governance, weather condition as researcher observe from questionnaire.

Table 4.6 what should be done to reduce the cause of employee turnover intention

No	Item	Respondents	
		No	Percentage
1	What should the organization do to reduce cause of employee turnover?		
	Increasing compensation	11	12%
	Share of work load	34	36%
	Training	7	8%
	Other	42	44%
	Total	94	100%

Sources; Questioner, 2012

As described on the above table 6 from the total number of respondents 11(12%) of the respondents responded that the organization should increase compensation to reduce employee turnover intention, 34(36%) of the respondents responded that share of work load is good way to reduce turnover over, 7(8%) of the respondents responded giving training is a way to reduce turnover intention and the rest 42(44%) of the respondents responded that there are other factor which the organization should give emphasis to reduce turnover intention and they try to rise what should be done like:-

Since the management have a great role for employee turnover intention the organization it is advisable the management to use good management approach

The organization should create strategies to reduce employee turnover intention strategy like – provide a great work environment since it provide an attractive, health, and sate work environment for the employees, effective communication and moral strategy and culture and respect strategy to reduce employee turnover, Generally as we have try to see from the organizational it is expected many thing to reduce turnover intention in the organization.

Table 4.7 appraise condition of the organization

No	Item	Respondents	
		No	Percentage
	Appraise conditions of the organization		
	Conducive	18	19%
	Moderate	55	59%
	Bad	21	22%
	Total	94	100%

Sources: Questionnaires', 2012

As described on the above table 7 from the total respondents about 55(59%) respondents responded that appraise conditions of health center is moderate, 21(22%) responded that bad appraise condition and 18(19%) said conducive appraise condition. Generally, as conducted on the above the appraise condition of the organization are moderate in large.

Table 4.8 attitude towards their organization

No	Item	Respondents	
		No	Percentage
1	Attitude towards your organization		
	Very good	3	3%
	Good	61	65%
	Bad	30	32%
	Total	94	100%

Sources; Questioner, 2012

As indicated on the above table 8, 3(3%) respondents responded that they have very good attitude towards their organization, 61(65%) respondents responded that good attitude and the rest 30(32%) responded bad attitude towards their organization it may due to problem stated under cause of employee turnover intention, problem like lack of good governance in the organization, work load and like reason. Generally, from the total number of respondents most at them have good attitude towards their organization.

Table 4.9 respondent level of turnover intention

No	Item	Respondents	
		No	Percentage
1	I probably look for a new job in the next year		
	Agree	60	64%
	Disagree	12	13%
	Neutral	22	23%
	Total	94	100%

Sources; Questioner, 2012

As described on the above table 9 from the total number of respondents 60(64%) of the respondents responded that agree to probably look for a new job, 12(13%) of the respondents that disagree to probably look for a new job, 22(23%) of the respondents responded that neutral to probably look for a new job. Generally, from the total number of respondents most of them are agree to probably look for a new job.

Table 4.10 respondent level of turnover intention

	Item	Respondents	
		No	Percentage
1	I often think about quitting		
	Agree	61	65%
	Disagree	15	16%
	Neutral	18	19%
	Total	94	100%

Sources; Questioner, 2012

As described on the above table 10 from the total number of respondents 61(65%) of the respondents responded that agree to often think about quitting, 15(16%) of the respondents that disagree to often think about quitting, 18(19%) of the respondents responded that neutral to often think about quitting. Generally, from the total number of respondents most at them are agree to often think about quitting.

Table 4.11 individual variables

No	Item	Respondents	
		No	Percentage
1	Health problem will make me quit my job.		
	Agree	65	69%
	Disagree	17	18%
	Neutral	12	13%
	Total	94	100%

Sources; Questioner, 2012

As described on the above table 11 from the total number of respondents 65(69%) of the respondents responded that agree to Health problem will make me quit my job, 17(18%) of the respondents that disagree to Health problem will make me quit my job, 12(13%) of the respondents responded that neutral to Health problem will make me quit my job. Generally, from the total number of respondents most at them are agree to Health problem will make me quit my job.

Table 4.12 individual variables

No	Item	Respondents	
		No	Percentage
1	I intend to resign or quit because some of my friends/relatives are changing jobs		
	Agree	49	52%
	Disagree	22	23%
	Neutral	23	25%
	Total	94	100%

Sources; Questioner, 2012

As described on the above table 12 from the total number of respondents 49(52%) of the respondents responded that agree to intend to resign or quit because some of my friends/relatives are changing jobs, 22(23%) of the respondents that disagree to intend to resign or quit because some of my friends/relatives are changing jobs, 23(25%) of the respondents responded that neutral to intend to resign or quit because some of my friends/relatives are changing jobs. Generally, from the total number of respondents most at them are agree to intend to resign or quit because some of my friends/relatives are changing jobs.

Table 4.13 internal or organizational variables

No	Item	Respondents		
		No	Percentage	
1	The way the organization is being led by top management is unfair			
	Agree	66	70%	
	Disagree	12	13%	
	Neutral	16	17%	
	Total	94	100%	

Sources; Questioner, 2012

As described on the above table 13 from the total number of respondents 66(70%) of the respondents responded that agree to the way the organization is being led by top management is unfair, 12(13%) of the respondents that disagree to The way the organization is being led by top management is unfair, 16(17%) of the respondents responded that neutral to the way the organization is being led by top management is unfair. Generally, from the total number of respondents most at them are agree to the way the organization is being led by top management is unfair.

Table 4.14 internal or organizational variables

No	Item	Respondents	
		No	Percentage
1	There is no participation of employees in decision Making process		
	Agree	59	63%
	Disagree	28	30%
	Neutral	7	7%
	Total	94	100%

Sources; Questioner, 2012

As described on the above table 14 from the total number of respondents 59(63%) of the respondents responded that agree to there is no participation of employees in decision Making process, 28(30%) of the respondents that disagree to there is no participation of employees in decision Making process, 7(7%) of the respondents responded that neutral to there is no participation of employees in decision Making process. Generally, from the total number of respondents most at them are agree to there is no participation of employees in decision making process.

Table 4.15 internal or organizational variables

No	Item	Respondents	
		No	Percentage
1	little opportunities for promotion and development or career advancement		
	Agree	46	49%
	Disagree	33	35%
	Neutral	15	16%
	Total	94	100%

Sources; Questioner, 2012

As described on the above table 15 from the total number of respondents 46(49%) of the respondents responded that agree to little opportunities for promotion and development or career advancement, 33(35%) of the respondents that disagree to little opportunities for promotion and development or career advancement, 15(16%) of the respondents responded that neutral to little opportunities for promotion and development or career advancement. Generally, from the total number of respondent's little opportunities for promotion and development or career advancement most at them are agree to little opportunities for promotion and development or career advancement.

Table 4.16 external environment variables

No	Item	Respondents	
		No	Percentage
1	Perceived alternative employment opportunities and accessibility of other jobs in the area of my expertise in the market will encourage me		
	Agree	50	53%
	Disagree	25	27%
	Neutral	19	20%
	Total	94	100%

Sources; Questioner, 2012

As described on the above table 16 from the total number of respondents 50(53%) of the respondents responded that agree to Perceived alternative employment opportunities and accessibility of other jobs in the area of my expertise in the market will encourage me , 25(27%) of the respondents that disagree to Perceived alternative employment opportunities and accessibility of other jobs in the area of my expertise in the market will encourage me ,19(20%) of the respondents responded that neutral to Perceived alternative employment opportunities and accessibility of other jobs in the area of my expertise in the market will encourage me. Generally, from the total number of respondents most at them are agree to Perceived alternative employment opportunities and accessibility of other jobs in the area of my expertise in the market will encourage me.

Table 4.17 external environment variables

No	Item	Respondents	
		No	Percentage
1	The main external factor that attracts me to switch to a new job is high salary and benefit packages offered in the market or other organization		
	Agree	67	71%
	Disagree	25	27%
	Neutral	2	2%
	Total	94	100%

Sources; Questioner, 2012

As described on the above table 17 from the total number of respondents 67(71%) of the respondents responded that agree to the main external factor that attracts me to switch to a new job is high salary and benefit packages offered in the market or other organization , 25(27%) of the respondents that disagree to the main external factor that attracts me to switch to a new job is high salary and benefit packages offered in the market or other organization ,2(2%) of the respondents responded that neutral to the main external factor that attracts me to switch to a new job is high salary and benefit packages offered in the market or other organization . Generally, from the total number of respondents most at them are agree to the main external factor that attracts me to switch to a new job is high salary and benefit packages offered in the market or other organization.

Table 4.18 external environment variables

No	Item	Respondents	
		No	Percentage
1	The main external factor that attracts me to switch to a new job is better Job security		
	Agree	57	61%
	Disagree	29	31%
	Neutral	8	8%
	Total	94	100%

Sources; Questioner, 2012

As described on the above table 18 from the total number of respondents 57(61%) of the respondents responded that agree to the main external factor that attracts me to switch to a new job is better Job security, 29(31%) of the respondents that disagree to the main external factor that attracts me to switch to a new job is better Job security,8(8%) of the respondents responded that neutral to the main external factor that attracts me to switch to a new job is better Job security. Generally, from the total number of respondents most at them are agree to the main external factor that attracts me to switch to a new job is better Job security .

4.19 Interview results of HR director of kutaber health center

As per the interview conducted with the HR director and personnel's the only method kutaber health center used to know the reason of employee turnover is exit interview after the employees ask and fill the form of resignation or termination of employment to know why most employees leave. Many organizations conduct exit interviews with employees who are voluntarily leaving. Exit interviews provide important information for changing HR retention policies and practices to decrease employee turnover intention and improve organization performance.

Regarding the techniques, the organization practiced to overcome or reduce turnover intention, the HR director and personnel's stated that as such the organization were not give much attention to the problem. However, there are some techniques the organization practices to motivate and retained employees; i.e. it gives short term and long term training both locally and abroad, provide different kind of educational opportunity and promotion for future career advancement even if the chance is little or rare for employees.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Major Findings

In consistent to the statement of the problem and basic questions and based on the data analysis the followings are summarized:

- The researcher studies analyzing cause and consequence of employee turnover intention (in case of kutaber health center).
- Regarding to the response from the total of 125 employees, the researcher distributed 94 questionnaires to the selected sample and all distributed questionnaires are returned.
- Majority of the employee in kutaber health center was male.
- Among the total employee's there were high at age 18-30 that the work force population is dominated by the age group between 18-30 years.
- Most employees were degree holders. Most of the respondents not happy in their current work responded that they are too interested well organized (no favorable condition) management is not satisfactory.
- Regarding personal factors the main reasons to why most employees intent to leave or quit was found out that; health problems, job expectation not fulfill by the organization and desire to learn new skill.
- As to the internal (push) factors the study found that; benefit packages, little opportunities for promotion and development or career advancement, lack of recognition for the accomplishment of work, dissatisfaction with the job content and assignment as well as job description, lack of freedom and fairness/justice.
- As far as concerning the external (pull) factors which determine employee's intent to leave or quit the study found that; availability of high salary and benefit packages offered in the other organization or industry, perceived alternative employment
- Generally, from the total number of respondents most at them have good attitude towards their organization.

5.2 Conclusion

From the investigation made almost all of the respondents responded that there are employee turnover intention at kutaber health center, and majority of these turnover intention are voluntary turnover. These indicate that there is high voluntary employee turnover intention at kutaber health center.

The major factors, leading to higher employee turnover intention in an organization are: - work load, lack of good governance, working condition procedures, salary scale, advance and promotion.

The various studies and literature were identified many factors or reasons for the employee's turnover intentions however, the reasons are different from organization to organization to some extent. This study also undertaken in-depth analysis on the cause of turnover intentions and found out that the main significant factors contributed to the respondents' intention to resign or quit the organization are personal factors; internal (push) and external (pull) factors.

Generally, even though certain personal factors are beyond the control of the organization, it is important to have formal retention strategy which includes common principles or fundamentals upon which good retention practices are built, work from the principle of equality or treating people fairly, career growth opportunity and systems, benefit packages and rewards as well as take into account the overall problems that push and pull its employees to turnover intent and give attention to the issue to reduce turnover of the employees.

5.3 Recommendation

Based on the result of the finding and observed problem in the company, the following recommendations are forwarded with the hope that implementation will help the organization to control or alleviate the identified problems which lead employees to the intent to resign or quit and reduce turnover.

Since the Human resource is key to every function of the organization, the management of the organization should give attention to the issue and improve retention mechanisms by taking into consideration several factors. Organization that focus on employee development enjoy higher employee commitment to its values and objectives, which leads to employee's satisfaction and

sense of belongingness as well as lower turnover. If the organization has well developed development strategies that contain a variety of growth opportunities such as career planning, merit based promotion and personal development. The management should devise a career development programs for employees. Career ladder is one method organization used to promote employees which allows employees to grow in their career based on rules in effect that set forth the guidelines for promoting an employee when they has completed a predetermined length of service, such as one year or when they has demonstrated their ability to perform the duties at the next level of his position.

The organization should review its job content and description to make jobs interesting and increase job satisfactions, compensation practices that are fair and competent and favorable working environment which is safe, motivating and adequately resourced for employees to perform their duties with their full capacity and effort so that, the employee will have little reason to look for outside or quit.

A remedy should be made to make managerial styles more participatory. Supervisors or the managers of the organization who are directing the employee play a vital role in employee retention. If bosses are supportive, encouraging and let employees to learn from mistakes, more the employees feel sense of pride in their jobs, collect input on how the organization should be run, ask employees what they think because, each employees should have input in how their part of the organization can or should be run. Open the lines of communication which enables employees to ask what they want, take what they say and provides feedback their issues and concerns as well implement it because even if every suggestion is not viable, but it is important for the management to know ideas or intentions of them and create a feeling that their voices are heard. Recognize good performance, reinforcing employees for doing good work lets them know they are appreciated. The tangible and intangible rewards are a great way to show management appreciation for good performers and it improves morale if done well and enables to make sure employees receive sincere appreciation by management on a continuing basis as well as providing employees work-life balance because, it impacts retention directly and flexible work arrangements had positive effects on employee retention.

The organization should revise its job assignment to avoid miss-match of employees to different jobs or post. Employees believe as their level of educational qualification increases and studying

different fields to upgrade their knowledge and skills, their opportunity of getting employment in the other organization or industry also increases, so that, it is better for the management to assign them to different positions based on their new qualification to avoid dissatisfaction and retain its employees.

The other recommendation is directed to HR department. The HR department should have to develop well recorded mechanism of employees profile data and other issues related to employees which are crucial. The HR department should perform the exit interview after employees finish the procedure of termination otherwise the response they give might be very biased in fear of getting a bad recommendation on their service and experience. It should use the information on exit interview which will help the organization to realize the true reasons for the cause of employees depart and take necessary measures. The organizations should also use attitude survey to seek the views of employees before they leave and to provide a basis for the development of policies and practices that will help the organization to retain its employees.

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APPENDIX
WOLKITE UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTEMENT OF MANAGEMENT

This questionnaire was prepared by perspective degree graduated of Wolkite University, management student. This is to assess the cause of employee's turnover intention at kutaber health center. Your response would play a great role for the success of study. And the researcher will be responsible for the confidentiality of your response. So you're correct and genius response has greater value. Hence you are kindly requested to respond freely.

Note

No Need of Explaining Your Identity.

Please Put Tick Mark (/) On A Given Box On Your Choice And You Are Kindly Requested To Answer By Writing On The Space Provided.

Part One: -Background Information/Personal Information

1. Sex: Male Female

2. Your Age: 18-30 31-40 41and Above

3. Marital Status:

Married married widow Widower

4. Educational Level:

Degree econd Degree above Second Degree

Part Two: -Attitude Related Question

1. Your Income Level in Month

2201-3000 3001-4000 Above 4000

2. Do You Interest in Current Work. Yes No

3. Whatever You Answer in Number “2” Justify The Reason. -----

4. is there Employee’s Turnover intention in Your Organization? Yes No

5. If you’re Answer for Number “4” Is “Yes” What Type of Turn Over intention?

Voluntary Involuntary

6. What Do You Think the Cause for Employees turnover intention in the Organization?

Working Condition Procedure Advance and Promotion

Compensation Salary Scale Other

7. What Do You Think to Reduce the Cause of Employee Turnover intention?

Increasing Compensation Training

Share of Work Load Other

8. Appraise Condition of the Organization.

Conducive Moderate Bad

9. Attitude towards Your Organization.

Very Good Good Bad

10. **Respondent’ levels of turnover intention.** Please read the given statements and according to your level of agreement (Please tick which is more appropriate to you in each). To be clear and suitable, this questionnaire are represented as follows: A-agree, DS- disagree, N-neutral

Respondent’ levels of turnover intention	A	DS	N
I probably look for a new job in the next year			
I often think about quitting			

Table Q1: Issues related to Personal factors

What are the main factors that lead you to intend to resign or switch to new job? (Please tick which is more appropriate to you in each)

NO	Items	A	D	N
1	Health problem will make me quit my job			
2	I intend to resign or quit because some of my friends/relatives are changing jobs			

Table Q2: Issues related to Internal or organizational factors

What are the main internal factors which push you to leave your present jobs? (Please tick which is more appropriate to you in each)

NO	ITEMS	A	D	N
1	The way the organization is being led by top management is unfair			
2	There is no participation of employees in decision Making process			
3	little opportunities for promotion and development or career advancement			

Table Q3: Issues related to External factors

What are the main external factors that attract (pull) you to switch to new job? (Please tick which is more appropriate to you in each)

NO	ITEMS	A	D	N
1	Perceived alternative employment opportunities and accessibility of other jobs in the area of my expertise in the market will encourage me			
2	The main external factor that attracts me to switch to a new job is better Job security			
3	The main external factor that attracts me to switch to a new job is high salary and benefit packages offered in the market or other organization			

Source: Developed from literature review

Interview Questions

1. What are the reasons for employee turnover intention in kutaber health center?.....
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2. What are the methods the organization use to know the reason of turnover intention?.....
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3. What kind of techniques has the organization practiced to overcome or reduce turnover intention in kutaber center?
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