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THE EFFECTS OF JOB SATISFACTION ON EMPLOYEES' TURNOVER
INTENTION:
(THE CASE OF WOLKITE UNIVERSITY)

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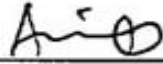
(THE CASE OF WOLKITE UNIVERSITY)

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DECLARATION

I hereby declare that this research project entitled “***THE EFFECT OF JOB SATISFACTION ON EMPLOYEES’ TURNOVER INTENTION IN THE CASE OF WOLKITE UNIVERSITY*** “is my original work. In compliance with internationally accepted practice, I have dully acknowledged and refereed all materials used in this work.

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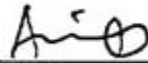
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ENDORSEMENT

I, the advisor, declare that, to the best of my knowledge, this thesis is the research product of Geremew Leja and conform to the regulations and academic requirement of Wolkite University of Graduate Studies and meets the accepted standards with respect to originality and quality.

ADVISOR

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TABLE OF CONTENT

Contents	Pages
ACKNOWLEDGEMENT	iv
ACRONYMS	ix
Abstract.....	x
1. INTRODUCTION.....	1
1.1 BACKGROUND OF THE STUDY.....	1
1.2. Background of the Study Organization.....	3
1.3 Statement of the Problem.....	4
1.3.1 RESEARCH Questions.....	6
1.4 Objective of the Study	6
1.4.1 General Objective	6
1.4.2 Specific Objectives	6
1.5 Significance of the Study	7
1.6 Scope of the Study	7
1.7. Limitations of the study	8
1.8. Organization of the Study	8
CHAPTER TWO	9
2. REVIEW OF RELATED LITERATURE	9
2.1. Review of Theoretical Literature	9
2.1.1. Definition of Job Satisfaction	9
2.1.3. Turnover Intentions.....	10
2.2. Factors Affecting Job Satisfaction and Employee Turnover Intentions	13
2.4. Empirical Review	19
2.3. Conceptual Framework of the Study	20
Conceptual framework is constructed as shown below.	21
CHAPTER THREE:	22
RESEARCH DESIGN AND METHODOLOGY	22
3.1. Research Design	22
3.2. Study Population.....	23
3.3. Source and Types of Data.....	23
3.4. Instruments of data collections	23
3.5. Sampling Method(s) and sample Size.....	24
source; - own survey, 2023/24.....	26
3.6.1. Reliability and validity test	26
3.6.2 Linearity of the regression	37
3.6.4 Normality test	38
3.8. Techniques of Data Analysis	27
3.8.2. Correlation analysis	28

3.8.3. Regression analysis	28
3.9. Ethical Considerations	30
CHAPTER FOUR:	31
DATA ANALYSIS AND INTERPRETATIONS.....	31
4.1. Introduction.....	31
4.2 DATA response rate	31
4.3 Demographic characteristics of the respondents.....	31
4.2.1 Gender of the respondents	32
4.2.2 Age group of the respondents	32
4.2.3 Educational status of the respondents.....	33
4.2.4 Work experienceof the respondents.....	33
4.3. Descriptive analysis	34
4.4 Correlation Analysis	35
4.5. Regression analysis.....	38
4.6 Multi-Co linearity test.....	40
CHAPTER FIVE:	44
SUMMARY OF FINDINING, CONCLUSION AND RECOMMENDATION	44
5.1. Summary of Findings.....	44
5.2. Conclusion	46
5.3. Recommendation	47
Refernces.....	50

List of table

Table 1: Proportionate Sampling Determination	25
Table 2; Reliability test.....	27
Table 3Respondent’s profile.....	31
Table 4 descriptive statistics table.....	34
Table 5; Correlation Analysis table.	36
Table 6Regression analysis.....	39
Table 7anova analysis.....	39
Table 8 Regression Coefficients	41

List of figure

Figure 1Conceptual framework.....	21
Figure 2 Target population;	23
Figure 3 total population of Wolkite University.....	26
Figure 4.2 p-p plot source SPSS 2024.....	37
Figure 5 histogram regression standardized residual.....	38
Figure 6 gender of the respondent	32
Figure 7 age of respondents groups.....	32
Figure 8educational status of the respondents	33
Figure 9 work experience of the respondents.	33
Figure 10 Model result.....	43

ACRONYMS

AC.....	Achievement
AGR.....	College Of Agriculture
CBE.....	College Of Business And Economics
CBP.....	College Of Behavioral & Psychology
CI.....	Computing & Informatics
CL.....	College Of Law
CM.....	College Of Medicine
CNCS.....	College Of Natural And Computational Sciences
CSHS.....	College Of Social And Humanity Science
DV	Dependent Variable
HRD.....	Human Resource Division
HRM	Human Resource Management
HRTDD.....	Human Resource Training and Development Department
IV.....	Independent Variable
SPSS.....	Statistical Package For Social Science
WKU.....	Wolkite University

ABSTRACT

The main purpose of the study was to examine the effects of job satisfaction on employees' turnover intention of Wolkite University. The study employed explanatory and descriptive survey method because of focuses on acquiring and conveying facts. On the other hand, explanatory research to explain why a phenomenon occurs by working to understand the causes and correlations between variables job satisfaction and employee turnover intention. The data used were primary and secondary data. The sampling method was stratified simple random sampling. The study used close ended self-administered questionnaire which is designed to collect quantitative data. The questionnaire design includes 4 items of demography, 14 dimensions of job satisfaction with 60 items and turnover intention with 4 items. Independent and dependent variables' items utilized five Point Likert-scales. A total of 343 questionnaires were administered and 343 were analyzed with a response rate of 100%.The reliability and validity test were done before analyzing the data. Data analysis was done by descriptive statistics, correlation and regression analysis using SPSS 20(Statistical Package for Social Science). Job Satisfaction factors (responsibility, advancement, work itself, compensation, supervision, job security police, communication and work condition) were found low employee satisfaction at Wolkite University. In addition three factors; (achievement, recognition and growth) were moderate level of satisfaction. The study also found wolkite university employees have moderate level of intention to leave the organization. The other finding was that factors of job satisfaction (compensation, communication, growth, policies, coworker, has positive and supervision, Work condition, and advancement have negative significant impact on turnover intention with the level of p -value < 0.05 . Whereas the other predictor variables; work itself, achievement, responsibility have negative and recognition, job status and job security have positive insignificant impact on turnover intention. Furthermore, the rest of 13.7% turnover intention is influenced by other variables which are not incorporated under this study. Since this model explains only 86.3% of the dependent variable that reveals the model is strong.Compensation, communication, growth, policies coworker, supervision, work condition and advancement have contributed relatively high impact to the variation of turnover intention. Therefore, to increase employee satisfaction level and to reduce turnover intention the policy makers and/or wolkite university management must focus to improve the factors of job satisfaction that have high impact on turnover intention.

Key Words: *Wolkite University, job satisfaction, factors of job satisfaction, turnover intention.*

CHAPTER ONE

1. INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Many organizations have now recognized that human resource plays an important role in gaining competitive advantage and it is difficult for the organization to compete in the current era of competition without the loyal and competent human resource. The loyal employees are the most productive and a source for the development of the organization and vice versa. It becomes challenge for human resource managers to retain the employees for long period and to minimize the turnover in the organization. The high turnover of employees in the organization increases the cost of hiring new workforce and decrease the productivity. An organization can gain the competitive advantage due to training of qualified, productive and loyal work force. The turnover is the most focused area by the scholars, academicians, researchers and the human resource managers (Almdar, 2014).

Employee turnover is a vital issues and challenges for human resource management strategies and organizational performance (Davidson, 2010). According to Armstrong (2006), there are a number of factors which promote the employees to leave the organization, those factors are associated with the job dissatisfaction of the employees, and these are dissatisfaction caused by unfair pay system, unrewarding job, lack of performance standards and feedback, the type of the work and dissatisfaction caused by lack career prospects, unfair supervision, and bad relationships with supervisors and co-workers.

Employee turnover negatively affect stability and productivity in the context of higher education. Despite the fact that the relationship between job satisfaction and turnover intention has been thoroughly studied, the role of other factors in this relationship should be evaluated in order to better clarify underlying mechanisms, particularly in the context of higher education. Managing and retaining important human resource is prominent for organizational effectiveness. Moreover, losing key talent and human capital when valuable employees voluntarily decide to leave the organization can be destructing for an organization. For that reason, effectively attracting, developing, managing, motivating and retaining committed employees have become a critical success factor for sustained organizational performance (Spagnoli&Cactano, 2012).

In an organization what makes an employee leave or intend to leave are always become the big question for any organization. Several studies have examined job satisfaction as an antecedent of turnover intentions (For instance, Mobley, 1979; Price and Muller, 1981; Shore and Martin, 1989; Hellman, 1997; Ghiselli, 2001

; McBey and Karakowsky, 2001). Their studies have showed that job satisfaction is one of the primary reasons for employees to quit their job in organization. Therefore, employee job satisfaction affects turnover rate in organization as it has closely linked to turnover intention (Ahmad, 2012).

According to Herzberg, Mansuer and Snyder man (1959), Herzberg's two factor theories, which may affect the employee's behavior and the theory comprises of two main factors called hygiene or extrinsic factors and motivators or intrinsic. This theory shows how both factors could affect employee's job satisfaction or dissatisfaction level. Employee job satisfaction evaluated in accordance to intrinsic and extrinsic rewards that have a direct impact on employee job satisfaction. Based on Herzberg's two factors theory employee can feel satisfied. If his intrinsic rewards or motivators is fulfilled and these intrinsic rewards are related to job satisfaction like autonomy, skill utilization, self-fulfillment, self-growth, feelings of purpose, variety, while extrinsic rewards or hygiene factors are related to the job context affects employees level of dissatisfaction such as pay, promotion, the work itself, supervision, working conditions and company policy. According to Egan et al.,(2004), each employee appraises his job satisfactions based on his personal expectations of fulfillment to these intrinsic and extrinsic, which expects to be fulfilled.

Job satisfaction has been used as one of determining variable of turnover intention. Job satisfaction is a factor that in the long run will be able to encourage employees to work. High attention must be given to employee job satisfaction to avoid cost of recruitment in the process of replacing left employee. Job satisfaction is the main predictor of turnover intention. Job satisfaction can be used to predict turnover (Spector, 1997).

1.2. BACKGROUND OF THE STUDY ORGANIZATION

Wolkite University (WKU) is one of the third generation higher institutions that have been founded in 2012. It is established for the purpose of providing and promoting higher education learning, research, and outreach programs in the country to ensure the realization of the national vision of reaching the level of middle income countries by 2030. The University is located in the central Ethiopian, in Guraghe zone, 158 km southwest of the capital city, Addis Ababa, on the way to Jima. In November 2009 the late prime minister, his Excellency Mr. Meles Zenawi, laid the foundation stone of the University in a plain landscape which is quite ideal for academic pursuit. It is situated at Gubreye sub-city, 14 km away from Wolkite town, of the Gubrye-Butajira road. The major link road to the University is a direct route to Wolkite-Jimma, Wolkite-Hossana and Wolkite-Butajira.

The University began its formal activities at Wolkite town with the appointment of the first president, Dr. Admasu Shibru, in February 2012, while other key officials of the University were appointed later. Thanks to the local community who agreed to give away their lands (196 hectares) to the University without any form of exchange for compensation, the main campus's preparations had begun as early as 2010 the first phase of construction (36 blocks) that includes buildings for cafeterias, student dormitories, various academic buildings and other infrastructures were began in May 2010. During the establishment phase, the construction was administered by Wolkite town housing development project office. After July 2012 administration of the construction was fully transferred to the University project office. Since then, construction of additional facilities and various academic buildings has been conducted in rapid succession.

The University's command-post was stationed at Wolkite town until September 2013 but moved to the main campus then. The University commenced the learning-teaching activities on the premises of the Wolkite polytechnic college at Wolkite town. The first 543 students joined the University in 2011/12 academic year. Enrolling the assigned students, the University started its academic journey with 13 academic programs under three Colleges of Engineering and Technology, College of Computing and Informatics, and College of Natural and Computational science. Currently, the number of colleges has reached seven with one additional school in which a total of 32 academic programs are running. It is the intention of the University to gradually increase the number of students to a target of 15,000 total enrollments at the end of the first 5 years and 40000 to 50000 total enrollments by the end of the third 5 years.

1.3 STATEMENT OF THE PROBLEM

It has been found that satisfied employees are more likely to be committed and productive employees (Tessema et al., 2013). As a result, every organization is giving higher priority in order to keep their employees satisfied by providing several facilities that improve satisfaction, reduce dissatisfaction, and reduce turnover intention. If an employee is not satisfied with the job, there are chances for absenteeism, turnover, and lower productivity (Mohd et al., 2013).

According to (Fitriantini, Agusdin and Nurmayanti 2019). Expressing dissatisfaction occurs when an employee has thoughts of leaving his job in the hope of getting another job that can provide better job satisfaction. If a person is satisfied with what he does, it will usually indirectly affect his career (Dewi and Harjoyo 2019).

In support of these, According to Luthans, if people work in a clean, friendly environment, they find it easier to come to work. If the opposite happens, they find it difficult to accomplish tasks. Additionally, some of the studies that have been conducted on the job satisfaction of university staff to find out the source of satisfaction or dissatisfaction are mentioned here. The findings of some recent empirical studies showed that some education members were generally satisfied with their jobs (Hagos&Abrha, 2001; Du, Lai, & Lo, 2010; Ghafoor, 2014; Vuong& Duong, 2013; Viet, 2013). Other studies show that faculty members have a moderate and low level of job satisfaction (Bataneh, 2014). In the USA, a professor's willingness to stay or not to stay at a university is determined by his or her degree of satisfaction due to availability of time for research and fairness of work (Lawrence, Celis, Kim, Lipson, & Tong, 2013).

Generally, many researchers identified some gaps by reviewing the theoretical and empirical literature, ranging from geographical location, methodologies used, time, and the nature of the organization studied. Even though many studies were conducted to explore the influences of employees' job satisfaction on turnover intentions in different sectors of countries, many studies were carried out to investigate the effects of job satisfaction on employees' turnover intentions 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).

In this paper, employee turnover has a significant impact on the organization's overall performance at Wolkite University in particular. The researcher will address these issues. In this paper, we look at how

job satisfaction affects staff turnover at Wolkite University. The following are Wolkite University employees' last five-year attrition rates:

Out of the 2124 employees in the 2011 E.C. budget year, 53 of them left the organization for various reasons. For this fiscal year, the institution's turnover rate was 2.5% (Wolkite University HRM annual performance reports for the budget years of 2011 E.C.).

Out of the 2296 employees in the 2012 E.C. budget year, 73 of them left the organization for various reasons. For this fiscal year, the institution's turnover rate was 3.2% (Wolkite University HRM annual performance reports for the budget years of 2012 E.C.).

Out of the 2342 employees in the 2013 E.C. budget year, 88 of them left the organization for various reasons. For this fiscal year, the institution's turnover rate was 3.75% (Wolkite University HRM annual performance reports for the budget years of 2013 E.C.).

Out of the 2312 total employees in the 2014 E.C. budget year, 110 employees left the organization for various reasons. 4.75% was the institution's turnover rate during this fiscal year. (Wolkite University HRM annual performance reports for the budget years of 2014 E.C.).

Out of the 2411 total employees in the 2015 E.C. budget year, 154 left the organization for various reasons. During this fiscal year, the institution's turnover rate was 6.3%. (Wolkite University HRM annual performance reports for the budget years of 2015 E.C.).

In general, the organization's turnover rate was 2.5% in 2011, 3.2% in 2012, 3.75 percent in 2013, 4.75 percent in 2014, and 6.33 percent in 2015 E.C. The yearly employee voluntary turnover of the company needs to be looked at; even though it appears that more employees are leaving it on a regular basis. For instance, according to the annual performance report for the 2015 E.C. budget year, of the 478 employees who left the company, 219 disappeared and 259 resigned. The majority of the employees who left the organization voluntarily were highly skilled professionals in operations (the core task of the organization), which will have an impact on the sustainable growth of Wolkite University.

In general, there were different research findings on the effect of job satisfaction on employee turnover intention among academic staff. But, as far as the researcher's knowledge is concerned, there is no study done, including both administrative and academic staff that the researcher used for this study at Wolkite University.

Table 1: summary of wolkite university employees' five years attrition rate

Year	Total No. of employees	No. of employees left the	Remark
2011	2124	53	2.5%
2012	2296	73	3.2%
2013	2342	88	3.75%
2014	2312	110	4.75%
2015	2411	154	6.3%
Total left within 3 years		352	

Source: wolkite university annual performance reports for the budget years of 2011E.C, 2012E.C 2013 E.C, 2014E.C and 2015E.C.

1.3.1 RESEARCH QUESTIONS

1. What is the level of employee job satisfaction in WKU?
2. What is level of the employees' turnover intention in WKU?
3. What is the relationship between job satisfaction and employees' turnover intention at WKU?

1.4 OBJECTIVE OF THE STUDY

1.4.1 GENERAL OBJECTIVE

In line with the research question, the general objective of this research is to investigate the relationship between job satisfaction and turnover intention.

1.4.2 SPECIFIC OBJECTIVES

1. To evaluate level of employees' job satisfaction at WKU.
2. To examine employees' turnover intention in WKU employees.
3. To determine the relationship between job satisfaction and employees' turnover intention of WKU employees.

1.5 SIGNIFICANCE OF THE STUDY

Wolkite University envisions being one of the leading applied sciences universities in Ethiopia by 2022 E.C. This study is expected to examine the major job satisfaction factors that affect employees' turnover intentions at WKU. It would be important for the study to provide some suggestions or recommendations that would be used to take corrective measures to alleviate the problems in the institution. The study is also expected to reveal opportunities for the organization to align its human capital strategies with key job satisfaction factors to attract, capture, and retain its employees. It seems highly essential that having highly satisfied employees might help Wolkite University meet the strategic objectives and goals outlined in the university's vision. It will serve as a base for continued research on the impacts of job satisfaction on employee turnover intentions at the overall Ethiopian university.

In addition, the following benefits can be obtained from the research:

- The result could be a lesson for other similar higher educational sectors, particularly universities.
- It can contribute to the existing knowledge of WKU human resource management to reduce employee turnover and the practice of retaining employees through job satisfaction in the context of universities.
- It will serve as a baseline for subsequent research on the impacts of job satisfaction on employees' turnover intentions.

1.6 SCOPE OF THE STUDY

Thus, studies exclusively looked at academic and administrative staff at Wolkite University and investigated how job satisfaction affects employees' intentions to leave the institution. Since job happiness is often a determining factor in turnover, the conceptual framework of this study has the employee's job satisfaction component as the independent variable and turnover intention as the dependent variable. The target population for the study was the 2411 permanent employees of the institution, which included 1319 academic staff and 1092 administrative staff this data was 2015 E.C. The research was used to undertake both descriptive and explanatory studies. The stratified random sample approach and data collection method were employed in this investigation, as both primary and secondary sources of data were appropriate for this study and this research methodology. Eventually, the latest five years (2011E.C.–2015E.C.) are covered by this study because they provide adequate reliable and sufficient data.

1.7. LIMITATIONS OF THE STUDY

The limitation of the study were respondent's might be reluctant to express their true feelings about the questions asked , so conclusion and recommendation of the findings might be affected, busy staff were not want to take the time, try to help by giving pleasant answers, and lack of the researcher's experience affected the research work.

1.8. ORGANIZATION OF THE STUDY

The study is composed of five chapters .The first chapter contains background of the study ,statement of the problem including basic research questions, objectives of the study (general and specific objectives) ,scope , significance of the Study and limitations of the study. Chapter two, in this chapter review of literature on the definitions of job satisfaction and factors of job satisfaction are discussed. Where after, the definitions of employee turnover intention, types of turnover, causes of turnover and effects of turnover are explained. Furthermore, the influences of job satisfaction factors on employee turnover intentions relevance to this study were argued. Chapter three includes the research design and methodology employed (the research method, sources and types of data, sampling methods and sample size, instruments of data collection, techniques of data analysis and ethical considerations are explained) .In Chapter four the researcher has summarizes the results, interprets and discusses the findings. The fifth chapter is consists of the summary, conclusions and recommendations in line with the most important findings of the study. Finally, list of the reference materials used are attached before the appendix part.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

The theoretical basis for this study is constructed in this chapter by examining and drawing on the body of previous literature on relevant issues. Definition, kind, cause, and effect of turnover intention or conduct related to the topic are covered after the definitions and elements of work satisfaction are examined. Also, research would be done on the impact of job satisfaction elements (achievement, recognitions, responsibility, advancement, growth, work itself, compensation, supervision, work conditions, co-workers, policies, job security, status, and communication) on the intention of employees to leave their jobs. At last, the study's theoretical framework is created, illustrating the independent and dependent variables.

2.1. REVIEW OF THEORETICAL LITERATURE

2.1.1. DEFINITION OF JOB SATISFACTION

According to Locke (1976), job satisfaction is the pleasure or happy emotional state that arises from evaluating one's work or experiences at work. According to Rifayat (2012), job satisfaction is the extent to which an employee's expectations linked to their work align with their experiences in the workplace. Another way to think about job satisfaction is the degree to which an employee is happy with the benefits they receive from their work, especially in terms of intrinsic motivation (Statt, 2004). Job satisfaction is a phrase used to describe how people feel and act about their jobs. Good and positive attitudes regarding one's work are a sign of job satisfaction (Armstrong, 2006). The concept provided by Spector (1997) is the alternative meaning of job satisfaction;. According to him, people's feelings about their jobs and all of its facets have an impact on their level of job satisfaction.

Furthermore, Robbins (2003) states that job satisfaction is when an individual is pleased with his or her job because it is something he or she needs to do and he or she is remunerated accordingly for that work. This simply means that job satisfaction is the collection of feelings 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 feel welcomed when they are recognized for their contribution, free of their own judgments, and participate

in decision-making. For the reason that employees are satisfied at work, employers and organizations enjoy greater stability at the workplace, creating a pleasant and encouraging working environment. As a result, advancements in economic development, social justice, labor peace, and democratization of the workplace are promoted.

Accordingly, the employer and employee's relationship would be fruitful to both parties to increase job satisfaction and decrease the level of turnover intention or turnover in the organization (Medina, 2012).

2.1.2. TURNOVER INTENTIONS

2.1.2.1. DEFINITIONS OF TURNOVER INTENTIONS

The theory of turnover demonstrates that the cognitive process of considering and preparing to quit a job, as well as turnover intention, are the best indicators of whether an employee departs the company or not (Lambert, 2006). The goal of an employee to pursue a new job with a different employer during the next year is known as turnover intention, according to Medina (2012). According to Mobley, Horner, and Hollingsworth (1979), the intention to quit an organization is an intentional and aware decision to depart in the near future. It is also seen as the final step in the withdrawal cognition process. The three components of the withdrawal cognition process are the intention to quit, the intention to look for another job elsewhere, and the thoughts of leaving the organization. Thus, in line with According to McWilliams (2011), the intention to quit is the final step in this process and it has direct and indirect costs for organizations. It is expensive both directly and indirectly because of employee losses resulting from hiring, screening, training, and development processes as well as the loss of intellectual property and tacit knowledge to rival businesses. Furthermore, Parry (2008) discovered that a distinct set of characteristics influenced actual turnover and intent, with purpose to leave being a poor predictor of turnover behavior. The majority of research on turnover strongly suggests that turnover intentions are predictive of turnover behavior.

Generally, turnover intentions have been an extremely powerful concept that helps to understand employee attitude and behavior. A study conducted by Iiyas (2013) contributed to the literature on turnover intentions by understanding heterogeneity among employees' turnover intentions within the call center industry, where it is almost the norm to quit. It is important to identify and understand which attitudes of employees are associated with their decision to stay, leave, or be unsure about either.

2.1.2.2. TYPES OF TURNOVER INTENTIONS

The separation of employees from an organization may be due to voluntary or involuntary turnover (Allen, Shore, and Griffeth, 2003). It is voluntary when the choice of leaving the organization is initiated by the employee and involuntary when the employee has no choice in their termination. It may result from the following situations: dismissal, retrenchment or redundancy, retirement, long-term sickness, physical or mental disability, moving or relocating abroad, and death. Turnover intention is a well-researched topic. Many authors have studied its close relationship with voluntary turnover. Voluntary turnover is further distinguished into functional and dysfunctional turnovers. Functional turnovers are the resignation of substandard performers, and dysfunctional turnovers refer to the exit of effective performers. Dysfunctional turnover is of greatest concern to management due to its negative impact on the organization's general performance. Dysfunctional turnover could be further classified into avoidable turnover (caused by lower compensation, poor working conditions, etc.) and unavoidable turnovers (like family moves, serious illness, death, etc.) over which the organization has little or no influence.

2.1.2.3. CAUSE OF TURNOVER INTENTIONS

There are a number of reasons why turnover and turnover intentions take place. According to Shamsuzzoha A. (2007), some of the factors that affect employee turnover are the economy (the availability of higher-paying jobs, and in a better economy, the availability of alternative jobs plays a role in turnover), demographics, the characteristics of the job, individual factors (including things such as changes in family situations, a desire to learn a new skill or trade, or an unsolicited job offer), unmatched of the employee's skill and the job, substandard equipment tools or facilities, unequal or substandard wage structures, inadequate or lackluster supervision and training, recognition (feelings of not being appreciated), and lack of opportunity for advancement or growth.

One of the turnover models, the Mobley model (Lee, TW 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. From the evaluation of the acceptability of any specific alternatives, the

employee 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 not have 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 shorter (Jeffrey, 2007). Furthermore, Shamsuzzoha A. (2007) explained that turnover basically arises from the unhappiness of the job place for individual employees, 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.

2.1.2.4. EFFECTS OF TURNOVER INTENTION

According to Nyberg, Call, and Ployhart (2013), individual and collective turnover affects the performance, competitive advantage, and productivity of organizations. In the 21st century, a specific challenge confronting most businesses considering high uncertainty in retaining qualified employees is the issue of employee turnover and turnover intention (Gyensare, 2013). Similarly, Vance (2006) reported that Caterpillar, a giant multinational construction equipment manufacturer, saved about \$8.8 million in turnover costs at one of its European-based plants. A survey by the Youth Employment Network (2009) on private sector demand for youth confirmed that high turnover rates seem to be the most problematic issue in the banking sector, with the sector recording the highest turnover rate of 27% out of the surveyed sectors in Ghana. Park and Shaw

(2013) stated that all forms of turnover, namely voluntary, involuntary, and redirection-in-force, would hurt organizational performance as experienced employees depart organizations, taking accumulated knowledge and skills with them. Although the effect of turnover is negative, to reduce conflicts and bring change and innovation to the organization, minor turnover is healthy for the organization. Moreover, Park and Shaw (2013) explained that even if there are negative consequences tied to voluntary turnover, some of the positive consequences of involuntary turnover include a reduction in costs associated with compensation (for example, costs related to base salaries, vacation, and insurance) and the ability to eliminate employees who perform poorly. Also, Smith and Ingersoli (2004) stated that a level of employee turnover is acceptable in any occupation in that it offsets potential stagnancy, eliminates low performers, and encourages innovation with the entry of new blood. However, high employee turnover leads to low performance and ineffectiveness in organizations and results in a huge number of costs and negative outcomes.

2.2. FACTORS AFFECTING JOB SATISFACTION AND EMPLOYEE TURNOVER INTENTIONS

Many studies were conducted in different settings to understand the effects of overall job satisfaction or the facets of job satisfaction on employees' turnover intentions. Among these researchers (Chiang & Hsieh, 2012; Saeed et al. 2014; Zopiatis, Constanti, & Theocharous, 2014). Chiang & Hsieh (2012) stated that job satisfaction is determined by the discrepancy between the individual's requirements and those provided by the organization; the closer the balance between organization provision and individual needs, the higher the job satisfaction, which in turn decreases turnover intentions. On top of that, job satisfaction has been empirically proven to be the main predictor of turnover intentions (Saeed et al. 2014). They proved in their study that there is a negative relationship between job satisfaction and turnover intention. When job satisfaction is greater, turnover intention will be lower, and vice versa. Furthermore, Zopiatis, Constanti, and Theocharous (2014) assert that employee job satisfaction emanates from two alternate points of view: intrinsic variables such as compensation and pay, supervision, work conditions, co-workers, policies, job security, and status, and intrinsic job satisfaction variables such as the work itself, achievement, recognition, responsibility, advancement and growth. Therefore, the researcher wanted to identify the influence of job satisfaction factors (achievement, recognitions, responsibility, advancement, growth, work itself, compensation, supervision, work conditions, co-workers, policies, job security, status, and communication) on employee turnover intention.

THE WORK ITSELF

This argument further stated that if a job is extremely inspiring, employees are likely to be satisfied with the job content and provide higher-quality work, which in turn could lead to lower standards of absenteeism. Moreover, employees tend to favor jobs that give them the chance to apply their skills and abilities, offer them variety and freedom, and where they receive constant feedback on how they are progressing. Furthermore, Samuel E.M. (2012) confirmed that the higher the satisfaction with the nature of work, the lower the employee turnover intention. This means that satisfaction with the nature of work is negatively related to turnover intention in a sample study of university teachers at Total Nigeria PLC in Lagos State, Nigeria.

ACHIEVEMENTS

What you accomplish that leaves a lasting impression on your client or business is an achievement. As you carry out a specific duty, you individually contribute to the outcome. These are typically something you

have designed, built, sold, or started you. With achievement, power, and affiliation being the other two, it is one of the three primary demands of workers in managerial positions. Consequently, firms can increase employees' accomplishment motivation by using procedures like skill- or competency-related compensation schemes, performance management, and job design.

RECOGNITIONS

In a study developed to determine the perceptions and effects of work recognitions and other variables on the turnover intentions of IT workers, the result showed that for IT professionals, a huge part of their motivation came from the recognition they got from managers for well work and their perception that they were important members of the organization, decreasing their intentions to leave the public institutions (Burrell, 2014). In addition, a study developed in a group of American public sector organizations in South Carolina found that employee's perceptions of recognition had a significant impact on their intent to leave the organizations (Henryhand, 2009). Furthermore, a study developed to examine what motivates employees in the retail industry and their level of job satisfaction using Herzberg's hygiene factors and motivators in Malaysia found that recognition is a significant motivator for employees (Hong and Waheed, 2011). Hence, since employees generally want to do a good job, it follows that they also want to be appreciated and recognized for their work. 'Even the most seasoned employee needs to be told what he or she is doing right once in a while' (Shamsuzzoha, 2007).

RESPONSIBILITY

Weinstein (1992) has stated that responsibility is the single greatest motivator in business. In some instances, individuals perceive that they are ready to make the decisions, but management may never give them the chance. Responsibility is a major factor that can provide a lasting change of attitude (Herzberg, 1966). Therefore, empowering the employee could be a critical investment in a company's future.

OPPORTUNITIES FOR ADVANCEMENT

Lack of opportunity for advancement or growth can cause a high turnover rate for any organization. Cohen et al. (2016) argued that satisfaction with advancement opportunities is a key factor affecting employees' overall job satisfaction and, consequently, turnover intentions. When employees perceive no growth areas or future to advance within the system, they have no reason to remain in the current work situation. If growth is desired but leaving the current employer is required, it will eventually result in the employee's departure. The employers should be clear with employees before hiring if the job is basically a dead-end position. If the employers do not describe the position precisely without raising false hopes for growth and advancement, this leads to turnover intentions (Shamsuzzoha, 2007).

COMPENSATION/PAY

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'. If employees perceive that their employers cannot offer their expected level of compensation. On the other hand, Higginbotham (1997) mentioned that high salaries are not important, but good and fair salaries indicate a strong correlation with the intention 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 to organizational growth and development, which reveal a positive correlation between job satisfaction and skill-based pay, job-based pay, and performance-based pay.

GROWTH OPPORTUNITIES

Growth opportunities are provided by employers to reduce the turnover intentions of employees because lack of promotional opportunities and training is the main reason high-performing and skilled employees leave their company (Allen et al., 2003; Steel, Griffeth, & Horn 2002). In addition to this, Bajpai and Srivastava(2004) suggest that promotion offers employees opportunities for personal growth, more responsibilities, and also increases social status. Pires (2009) also explained that providing career advancement opportunities whenever possible is important within the company for cross-training and career progression because employees are seeking to develop themselves, and offering that opportunity to them may provide the satisfaction and stability they are seeking. Therefore, employees who recognize that promotions are made in a reasonable and just manner are most likely to have a have a high level of job satisfaction.

SUPERVISION

Supervisors play an important role in organizations by enforcing practices and rules with subordinates and applying some level of flexibility. Employees under the same law enforcement but working in different departments can perceive the same rules and procedures in a different way due to different supervisors' management styles. Supervisors who support co-workers have a positive have a positive impact on job stratification. Many researchers have revealed that the lack of supervisory support tends to increase job stress and decrease satisfaction (Kula &Guler, 2014). Incompetent supervisors are often one of the first issues linked to employee turnover. No one wants to work for a manager who cannot adequately complete the tasks of his or her job, who is not passionate about the work being done, and who fails to provide regular feedback. Providing better employee supervision as well as enhanced communication helps decrease employee turnover (Pires, 2009).

WORK CONDITIONS

The work environment is one of the most significant factors in employee retention (Zeytinoglu& Denton, 2005). When the work environment is well regarded, employee work attitudes are better, and thus, job satisfaction is higher. Some employees jump from company to company because they prefer a working environment that is suitable for them. If working conditions are substandard or the workplace lacks important facilities, such as proper lighting, furniture, clean restrooms, and other health and safety provisions, employees won't be willing to put up with the inconvenience for long. If an employee finds an appropriate work environment that is suitable for them in a specific company, they may work in that same organization for several years. Furthermore, Hytter (2008) concluded that the work environment has only really been discussed by people from an industrial perspective, meaning the focus has primarily been on the physical sides such as noise, heavy lifts, toxic substances and their exposure, etc. However, Zeytinoglu& Denton (2005) found out that the environment also plays an important role in the employee's decision to stay or leave the organization.

INTERPERSONAL RELATIONSHIP (CO-WORKERS)

Good coworker relationships can help employees address work challenges and enable them to be dedicated to details that affect service quality, enhance service quality stability, and improve job satisfaction (Eatough, 2010). Interaction between superiors, subordinates, or co-workers is unavoidable, and so is the existence of conflicts (West, 2007). According to Eatough (2010), work-related behavior and situations such as management style, limited resource availability, incorrect job instruction, and fairness are the causes of interpersonal conflict with supervisors.

Furthermore, Aamodt (2004) stated that employees who appreciate working with their superiors will be more satisfied with their jobs. Satisfaction with superiors is associated with organizational and team commitment, which results in higher output, lower turnover, and a greater willingness to assist. Therefore, the satisfaction of relationships with superiors is negatively correlated with turnover rates (Harris, Wheeler, &Kacmar, 2009).

POLICIES

The definition of organizational policy is a conduct or principle for the exercise of administration and supervision that they compel to achieve organizational goals. Organizational policy gives employees a clear direction to achieve their goals, which has an ultimate positive impact on employee job satisfaction. According to Locke (1976), he points out through his work on organizational policy that organizational policy influences other variables, such as salary, promotion, justice, and reward; hence, the value of organizational policy is a considerable influence on other variables that have an ultimate effect on job satisfaction.

JOB SECURITY

Job security is defined as a person's expectations about continuity in a job situation. This definition goes beyond concern over the continuation of employment with an employer. It includes concern over the loss of desirable job features such as lack of promotion opportunities, long-term career opportunities, and current working conditions. Job security in a wider sense is when employees 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 of employee turnover. They have also discovered the steadiness of the work as a major precedent for turnover intention. Steadinesses of the work and job security are parallel to each other. Leaving 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; high job security leads to reduced turnover intention, and vice versa (Gill et al., 2010). Lack of job security makes the employee less responsible, and they also feel less attachment to the organization, which leads them towards turnover.

JOB STATUS

Some job positions are intrinsically more attractive than others, and they will be affected by many characteristics, including their repetitiveness, challenges, danger, perceived importance, and capacity to elicit a sense of accomplishment (Shamsuzzoha, 2007). People who hold advanced-level jobs are more satisfied than those who hold lower-level positions. In addition to this, there is a possibility that the more challenging and complex nature of higher-level jobs will lead to higher job satisfaction. For example, workers in professional and managerial jobs are normally paid extra, have better promotion prospects, autonomy, and responsibility, which might also escalate job satisfaction, and in turn, turnover intention is diminished. On the other hand, Smith and Ingersoli (2004) argue that job satisfaction tends to be lower among employees in jobs characterized by dangerous conditions, of which, in most cases, these jobs are normally of a lower level. Therefore, there is greater satisfaction among employees at higher levels than at lower levels.

COMMUNICATION

Communication is the degree to which management communicates with subordinates and the extent to which employees perceive that they are being properly informed with regards to the aspects of the job that affect them (Boshoff and Mels, 1995). Husain (2013) suggested that the two main objectives of organization communication are to inform the workforce about their tasks and the policy issues of the

organization, as well as to construct a community within the organization. Thus, meaningful communication informs and educates employees at all levels and motivates them to support the strategy (Barrett, 2002). Furthermore, communication has also proven to be an effective tool for motivating employees involved in change (Husain, 2013).

Therefore, effective organizational communication is inversely related to employee turnover intentions. Generally, this chapter has highlighted the relevant theoretical and empirical studies concerning the issues of job satisfaction and turnover intention. On this relevant reviewed literature part, the researchers used different methods, data sources, and analytical techniques, and there was little consistency in their findings. As a result of their findings, there were several reasons why people leave their jobs. This ranges from economic factors to the personal characteristics of the employees. Some variables are intrinsic; others are extrinsic or a combination of both, which influence the turnover intention of employees. The researchers considered many factors, including nature of work, recognitions, responsibilities, achievement, advancement opportunities, job status, compensation (pay), supervision, promotion opportunity, working conditions, job security, work-family balance, job analysis, organizational culture, organizational commitment, and availability of alternate jobs, organizational communications, job stress, performance appraisal, career growth, emotional intelligence, social support, and others. Furthermore, from the above review, the researcher has discussed different relevant theoretical and empirical studies on the specific job satisfaction factors that affect employee turnover intentions, which will be the focus of this study.

2.4. EMPIRICAL REVIEW

Numerous authors have studied how characteristics connected to job satisfaction affect employees' inclinations to leave their jobs. They looked explored the impact of a variety of work satisfaction indicators on employees' intentions to leave. Some of these researchers are ;-

Adeboye T. A. et al. (2012), Mahdi et al. (2012), Samuel E. M. et al. (2012), Santript S. et al. (2013), and Ali N. (2011). These researchers looked into the potential antecedents to find out what influences employee turnover or intention to leave.

Mahdi et al. (2012) conducted research on the relationship between job satisfaction and turnover intention among the employees of a local printing company in Malaysia. They considered intrinsic job satisfaction and extrinsic job satisfaction as independent variables, whereas turnover intention was considered a dependent variable. A descriptive survey method was used with structured questionnaires, reliability tests, correlation analysis, and support from SPSS version 12.0. The results obtained in this study showed that both forms of job satisfaction (intrinsic and extrinsic satisfaction) have an inverse relationship with employees' turnover intentions. Even though intrinsic job satisfaction has a stronger influence on turnover intention, the existence of extrinsic job satisfaction also must be considered in measuring the intention.

Santript S. et al. (2013) examined the influence of various factors on employee turnover in urban and semi-urban banks. They used a self-developed questionnaire, measured on a Likert scale, to collect data from respondents and use a use a quantitative research design. The reliability of the data collected is determined by the split-half method. The collected data were being analyzed using a program called Statistical Package for Social Science (SPSS version 16.0 for Windows). The data analysis is carried out by calculating the mean, standard deviation, and linear correlation. Their findings showed that work environment, job stress, compensation (salary), employee relationships with management, and career growth have significantly influenced employee turnover in the banking sector.

Nazim A. (2011) conducted a study to investigate ten factors of satisfaction: pay, security, nature of work, working condition, colleagues (integration), supervision, students, promotion, and social status, which were considered to have an important bearing on the turnover intention of teachers in private schools. Data was collected, and Pearson correlation and zero-order correlation were used. From the ten factors identified, only three—satisfaction with pay, satisfaction with security, and satisfaction with promotion—were found to have a strong negative relationship with employees' turnover intentions.

Adeboye T. A. et al. (2012) conducted research on employees' perceptions of career progression and turnover intention among bank workers in the IFE central call government area, Osun State, Nigeria. They

considered perception of career progression and years of service (long service years ten years and above and short service years below ten years) as independent variables. A descriptive survey design was adopted for the study. A self-designed questionnaire was used to collect relevant data for the study, and the collected data were analyzed using Pearson Product Moment Correlation (PPMC) and T-test analysis. The researchers concluded that there is an inverse relationship between perceptions of career progression and turnover intention. In their findings, they also indicated that the year an individual spends in a company has no effect on his or her turnover intention and advised companies, establishments, or managements to give increased attention to their employees' career progression.

Kanwal and Majid (2013) investigated the factors, which are the major contributors towards employee'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 impact to 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. The employees were dissatisfied with supervision and non-participation in the decision making process, these may influence their intention to leave the job. 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 recent study, it was observed that it is bad working condition, lack of career growth, unfair compensation, negative supervisory support, lack of employee development; work itself absence of staff achievement and job stress caused the employee to leave the organization (Sattar and Ahmed, 2014).

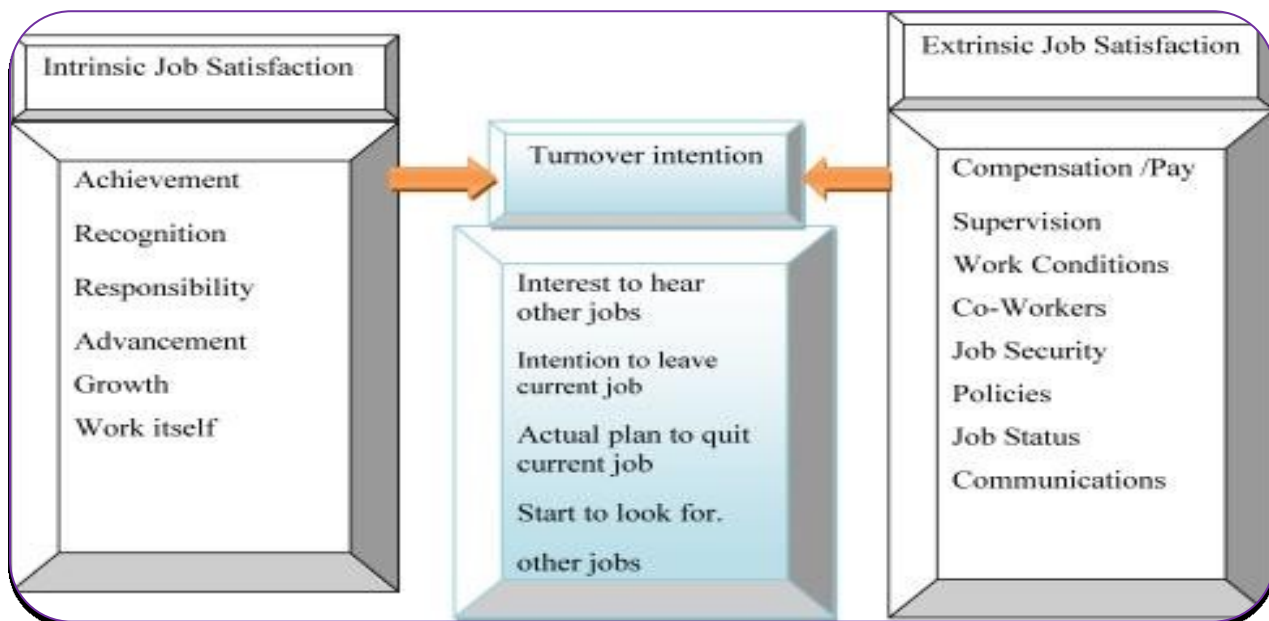
There is empirical support that intention to leave is negatively related to performance and job satisfaction. For example, boshoff and allen (2000) found that the performance of recovery of valuable services of employees decreased their intention to leave the organization. viator(2001) reported that performance was negatively associated with the original intentions.

2.3. CONCEPTUAL FRAMEWORK OF THE STUDY

The conceptual framework has been generated after reviewing the theoretical literature and empirical studies. The model shows the influence of job satisfaction (facets) (expressed as achievement, recognition, responsibility, advancement, growth compensation/pay, supervision, work conditions, co-workers, policies, job security, job status, and communication) as independent variables, whereas employee turnover intention is a dependent variable. The independent variables of job satisfaction (facets) were adapted from the measurement instrument developed by Spector (1997). This measure used in the present study consists of fourteen predictors and 60 items. The measurement instrument for the dependent variable (turnover intention) in this study was adopted from the tool developed by Michaels and Spector (1982). The instrument consisted of four items: interest in hearing about jobs outside their company, intention to leave their current job, and an actual plan to quit their current job and start to look for other jobs.

The independent and dependent variables' items utilized a five-point Likert scale ranked from strongly disagree to strongly agree, where 1 is "strongly disagree," 2 is "disagree," 3 is "neutral," 4 is "agree," and 5 is "strongly agree. This conceptual framework is adopted from Herzberg's two-factor theory and other job satisfaction theories. Based on these variables, Conceptual framework is constructed as shown below.

Figure 1. Conceptual framework



Source: Compiled by the researcher

CHAPTER THREE

2. RESEARCH DESIGN AND METHODOLOGY

A theoretical framework for job satisfaction and turnover intention was supplied by the study's literature review section. How this research project was conducted has been introduced in this chapter. Hence, the research methodology, data sources and kinds, sampling strategies and sample sizes, data collection tools, data analysis procedures, and ethical considerations are all explained in turn.

2.1.DESCRPTION OF THE STUDY AREA

Wolkite University being one of the recently established public higher institutions started its functions in 2004 E.C with three college and 13 academic programs. The University is found in SNNPRS Gurage Zone. Wolkite University is located 172 km South-East of the capital city Addis Ababa Ethiopia. It is situated at Gubire sub town, 14 km away from Wolkite town, of the Gubre-Agena-Butagira road. Wolkite University has nine colleges with forty-six departments, and sixteen deans and directorates. In these colleges and departments, it has been teaching more than 10,000 first and second degree students in both regular and continuing education programs. Currently, the university has more than 2411 staffs of which 1460 academic staff, and 951 administrative staff.

2.2. RESEARCH DESIGN

Research design is a scheme, outline or plan that is used to generate answers to research problems (Orodbo, 2003). The research design for this study was explanatory and descriptive research design. Explanatory research design used to explain, understand and predict the cause and effect relationship between variables that is job satisfaction (independent variables) and turnover intention (dependent variable). The study also used cross- sectional design method. The reason behind using cross- sectional design is that it is a reasonable strategy to prefer cross-sectional is to obtain relevant information from cross section of population at a single point of time.

3.3. RESEARCH APPROACH

For this study, quantitative research approach was used. According to Sekaran (2003), quantitative method is a study involving analysis of data and information that are descriptive in nature and qualified which answers questions through a controlled logical process, allowing for the collection of numerical data, the prediction, and the measurement of Variables

3.4. STUDY POPULATION

The population of this study is all permanent employees of Wolkite University. The target population for the study consisted of 1319 academic staff (1082 male and 237 female) and 1092 administrative staff (572 male & 520 female) total of 2411 (1654 male & 757 female) permanent employees working in the university. Generally the studies respondents' would be sampled from two president office staffs (academic and administrative) because of those two president office wing are to give sufficient and full information about this research.

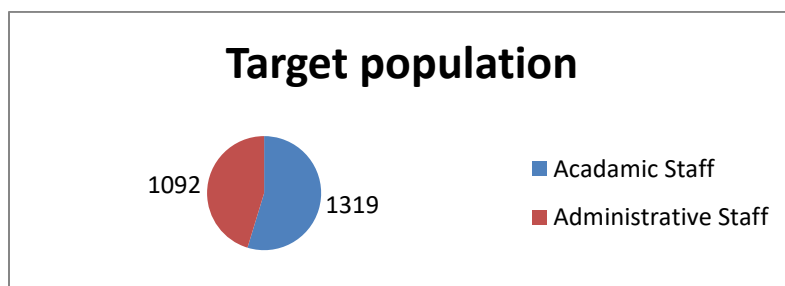


Figure 2, Target population;

3.5. SOURCE AND TYPES OF DATA

Kumar (2011) stated that there are two major approaches used by researchers' namely primary and secondary data. This study used both primary and secondary data through a self-administered questionnaire and relevant organization documents. The primary was obtained from human resources at Wolkite University staffs through questionnaires and interviews. Secondary data obtained from written materials like organization's policy and procedure manual, organizational reports, website, journals, research papers, and internet resources for literature review.

3.6. INSTRUMENTS OF DATA COLLECTIONS

The study was used close ended self-administered questionnaire which is designed to collect quantitative data. The designed questionnaire is a combined questionnaire 3which includes job satisfaction survey developed by Spector (1997); turnover intentions questionnaire and employees' demographics developed by Michaels and Spector (1982). Analysts often utilize the quantitative nature of ordinal variables by assigning numerical scores to categories or assuming an underlying continuous distribution. This study utilized questionnaires consists of 64 items categorized into two sections where 4 items were for demographic variables. Fourteen independent variables in the second section consist of 60 items from which 56 were predictor items and 4 items were turnover intention items representing the dependent variable. Independent and dependent variables' items utilized five point Likert-scale ranked

from strongly disagree to strongly agree where 1 - “strongly disagree”, 2 - “disagree”, 3 - “neutral”, 4 - “agree” and 5 - “strongly agree. Therefore, in this study the ordinal variables considered as the next higher level interval variables and the analysis done based on this assumption.

3.7. SAMPLING METHOD AND SAMPLE SIZE

Sampling is the process of choosing a certain number of study units from a predetermined study population (Kothari, 2009; Kombo and Tromp 1996). The stratified and basic random sampling procedures were both used to choose the study's sample. To choose respondents with the right employment characteristics, simple random sampling was used. Around 2411 population are expected to be involved in this study overall .From Wolkite University, particularly sample size of 343 would be examined. While there are a variety of formulas available for calculating sample size from a population, Yemane's (1967) simplified formula would be the basis for the sample determination calculation employed in this study. His calculation states that the sample size should be According to him, for a 95% confidence level and $p=0.05$, size of the sample should be, $n=N/(1+Ne^2)$, Where, N, is total population 2411 Where;-

n = is the sample size

N = is the population size, $2411/(1 + 2411 * 0.05^2)=343$

e = is the level of precision or sampling error

Proportional allocation was used to determine the required number of sample from nine College & Administrative corporate vice president office staff. According to Human Resource of wolkite university, in 2015 E.C there were 1319 academic staff, (207 staff in College of Natural and Computational Sciences (CNCS), 128 staff in College of Social and Humanity Science (CSHS), 73 staff in College of Business and Economics (CBE), 295 staff in College of Medicine and Health science (CM), 28 staff in College of law (CL), 280 staff college of Engineering, 106 staff Computing & Informatics, 151 staff college of Agriculture (AGR), 51 staff college of educational behavioral & Physiology). Additionally, According to Human Resource of Wolkite University, in 2015 E.C there was 1092 Administrative corporate vice president office staff (49 staff President Office 449 staff Administrative corporate vice president office 57 staff Research and community service vice president office 106 staff Business Development corporate vice president office 285 staff Academic affairs vice president office and 146 staff Laboratory technicians). Sum up of 1092 staff in Wolkite University Administrative corporate vice president office staff. The study would be grouped the population into strata (in 9 academic college & one president office and four vice president office. Simple random sampling was employed in selecting the representatives following the method of proportional allocation

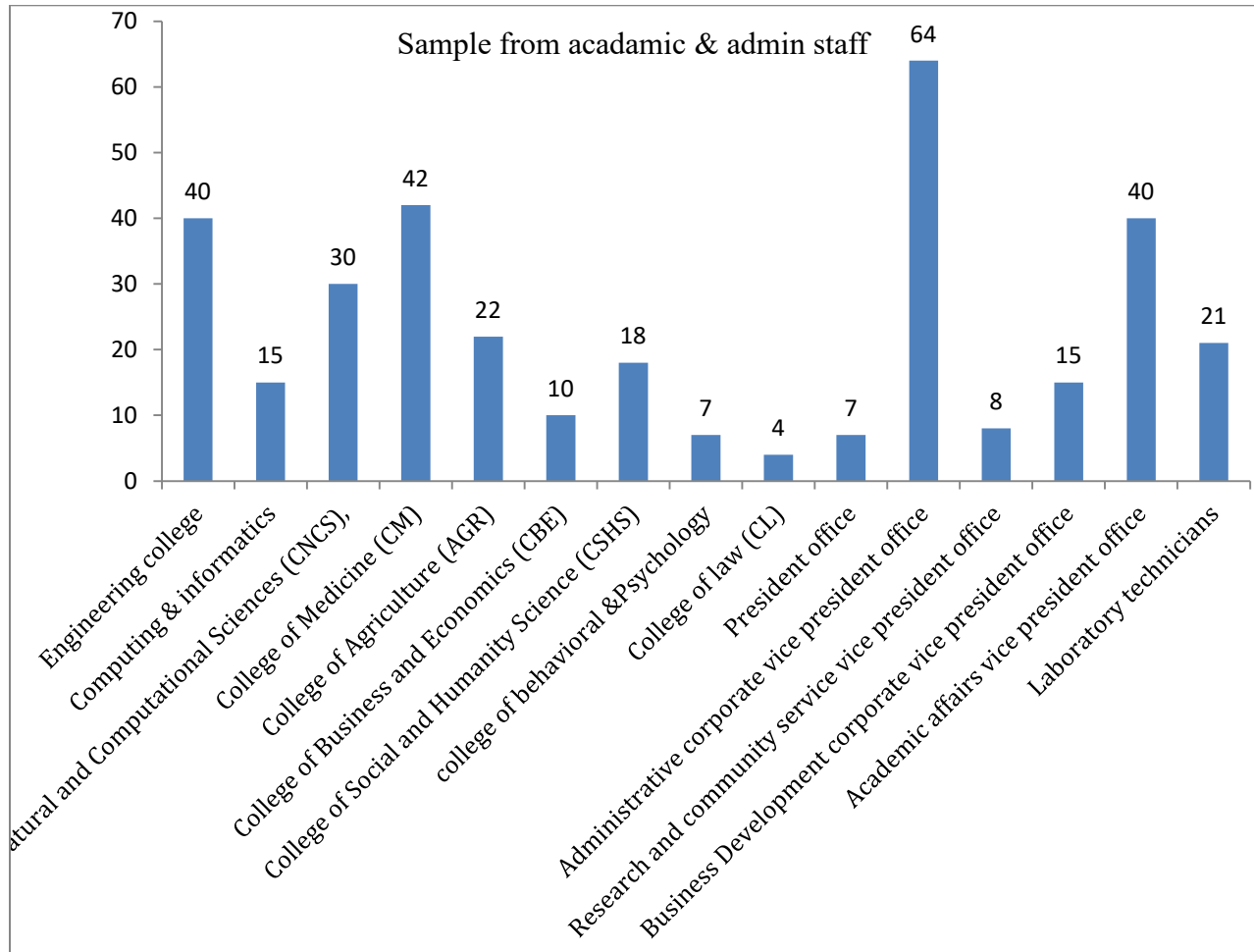
under which the sizes of the samples from different stratum would be kept proportional to the sizes of the stratum.

Table 1: Proportionate Sampling Determination

No	Colleges/ institution	Sample size			
		Total population	Stratified in college	Total No. of employees in each college	Proportion of sample
1	Administrative corporate vice president office	1092	President office	49	$[(49*155)/1092]=7$
			Administrative corporate vice president office	449	$[(449*155)/1092]=64$
			Research and community service vice president office	57	$[(57*155)/1092]=8$
			Business Development corporate vice president office	106	$[(106*155)/1092]=15$
			Academic affairs vice president office	285	$[(285*155)/1092]=40$
			Laboratory technicians	146	$[(146*155)/1092]=21$
			<i>Total no. of Administrative</i>		1092
2	Academic affairs vice president office	1319	Engineering college	280	$[(280*188)/1319]=40$
			Computing & informatics	106	$[(106*188)/1319]=15$
			College of Natural and	207	$[(207*188)/1319]=30$
			College of Medicine (CM)	295	$[(295*188)/1319]=42$
			College of Agriculture (AGR)	151	$[(151*188)/1319]=22$
			College of Business and Economics	73	$[(73*188)/1319]=10$
			College of Social and Humanity	128	$[(128*188)/1319]=18$
			college of behavioral & Psychology	51	$[(51*188)/1319]=7$
			College of law (CL)	28	$[(28*188)/1319]=4$
<i>Total no. of Academic affairs vice president staff office</i>		1319	$[(1319*343)/ 2411]=188$		

SOURCE; - OWN SURVEY, 2023/24

Figure 3 total Sample of Wolkite University.



SOURCE; - OWN SURVEY, 2023/24

3.8. RELIABILITY AND VALIDITY TEST

In this study, first of all, the reliability and validity of the job satisfaction facets (achievement, recognitions, responsibility, advancement, growth, work itself, compensation, supervision, work conditions, co-workers, policies, job security, status, and communication) and turnover intention scales were assessed. The Cronbach’s Alpha Coefficient was used in the reliability analysis of the scales. According to Hair et al (1998) above, 0.7 level of Alpha value considered the scale has overall stability and consistency.

Table 2; Reliability test

Variable	Items	Cronbach's Alpha(variables)
Achievement	4	0.863
Recognition	4	0.866
Responsibility	2	0.873
Advancement	4	0.868
Growth	3	0.863
Work itself	5	0.865
Compensation /Pay	6	0.870
Supervision	7	0.872
Work Conditions	5	0.869
Co Workers	5	0.880
Policies	4	0.871
Job Security	2	0.867
Status	2	0.879
Communication	4	0.873
Turnover Intentions	4	0.909

Source: Author's SPSS output 2024

As indicated on table 2, the Cronbach's α values of the job satisfaction facets (achievement, recognitions, responsibility, advancement, growth, work itself, compensation, supervision, work conditions, co-workers, policies, job security, status, and communication) and employee turnover intention in this study are in the range of (0.863 to 0.909) all of which are above 0.7, so there are overall stability and consistency.

Additionally, the Cronbach's alpha scores for each one variables suit the stated condition. The rule of thumb for given by Cronbach's alpha states $\alpha \geq 0.9$ is Excellent, $0.9 > \alpha \geq 0.8$ is good, $0.8 > \alpha \geq 0.7$ acceptable, $0.7 > \alpha \geq 0.6$ is questionable, $0.6 > \alpha \geq 0.5$, is poor and $0.5 > \alpha$ unacceptable. The result of Cronbach's alpha independent variable of lie between 0.909 and 0.863, thus reveal that there is no internal inconsistency between collected the data shows that above acceptable.

3.9. TECHNIQUES OF DATA ANALYSIS

For the purpose of this study the analysis of data was done by using descriptive statistics such as mean, standard deviation, percentage, frequency distributions to describe research sample, Correlation analysis to calculate the strength and direction of the relationships between the independent and dependent variables and regression analysis to identify the cause and effect relationship between the research variables. For achieving accurate results in interpreting the raw data in to meaningful information, data analysis will be supported by SPSS 20(Statistical Package for Social Science).

3.10. CORRELATION ANALYSIS

Correlation is a statistical technique used to determine the degree to which two variables are related. Pearson correlation was calculated to determine relationships among job satisfaction facets (achievement, recognitions, responsibility, advancement, growth, work itself, compensation, supervision, work conditions, co-workers, policies, job security, status, and communication) and turnover intention. Regarding the direction and effect size of correlation, there is no hard and fast rule to put the threshold limit. Different sources keep different values though the results do not significantly vary. Generally, positive values denote positive linear correlation; negative values denote negative linear correlation; a value of 0 denotes no linear correlation; and a value of 1 or -1 is perfect linear correlation. The sign of r denotes the nature (direction) of association and while the value of r denotes the strength of association. The value of r ranges between (-1) and $(+1)$. More specifically, Evans (1996) suggests correlation coefficient of $.00-.19$ as “very weak”, $.20-.39$ as “weak”, $0.40-.59$ as “moderate”; $.60-.79$ as “strong” and $.80-1.0$ as “very strong”. Gerstman on an education blog put coefficient of less than $.3$, $.3-.7$ and greater than $.7$ as weak correlation, moderate correlation and strong correlation respectively. Cohen’s (1988) effect size indicated that the correlation coefficient (r) ranging from 0.10 to 0.29 may be regarded as indicating a low degree of correlation, r ranging from 0.30 to 0.49 considered as a moderate degree of correlation, and r ranging from 0.50 to 1.00 regarded as a high degree of correlation.

3.11. REGRESSION ANALYSIS

Regression analysis is one of the most commonly used statistical techniques in social and behavioral sciences as well as in physical sciences which involves identifying and evaluating the relationship between a dependent variable and one or more independent variables. As defined by Kothari (2004), “multiple regression analysis adopted when the researcher has one dependent variable, which is presumed to be a function of two or more independent variables”. Since the correlation result provides only the direction and significance of relationship among variables. For the purpose of this study the researcher employed multiple regression analysis to examine the effect of job satisfaction (express as achievement, recognitions, responsibility, advancement, growth, work itself, compensation, supervision, work conditions, co-workers, policies, job security, status, and communication) on employees’ turnover intention. Since, multiple regression not only does it indicate how well a set of variables explains a dependent variable, but also gives the direction and size of the effect of the variables on the dependent variable. The correct use of the multiple linear regression models requires that several critical assumptions be satisfied in order to apply the model and establish validity (Poole & O’Farrell, 1971).

Inferences and generalizations about the theory are only valid if the assumptions in an analysis have been tested and fulfilled. Therefore, for this study the following primary assumptions were considered.

Multiple Regression Assumptions

The assumptions of Multiple Regression that are identified as primary concern in the research include linearity, normality, collinearity, and homoscedasticity. First, multiple linear regression requires the relationship between the independent and dependent variables to be linear. Some researchers argue that this assumption is the most important, as it directly relates to the bias of the results of the whole analysis (Keith, 2006). If linearity is violated all the estimates of the regression including regression coefficients, standard errors, and tests of statistical significance may be biased. The linearity assumption of this study is tested with scatter plots (See Appendix B2). We can see that the relationship between the IV and the DV modeled by a straight line that revealed the relationship between these variables is linear.

Second, Multiple regressions assume that variables have normal distributions (Osborne & Waters, 2002). The multiple regression analysis requires that the errors between observed and predicted values (i.e., the residuals of the regression) should be normally distributed. This assumption may be checked by different test methods. Histogram, Q-plots, and P-plots are more exacting methods to spot deviations from normality, and are relatively easy to interpret as departures from a straight line (Keith, 2006). For the purpose of this study histogram test is implemented (See Appendix B1).

Third, multiple linear regression assumes that there is no multi-collinearity in the data. Multi collinearity occurs when several independent variables correlate at high levels with one another, or when one independent variable is a near linear combination of other independent variables (Keith, 2006). Multi-collinearity of this study is checked by computing correlation matrix (Pearson's bivariate correlations) among all independent variables; the magnitude of the correlation coefficients should be less than .80. Since, the correlation matrix result on correlation table revealed that the highest correlation is $r=.917$. Therefore, multi-collinearity is not an issue in this study. The last assumption of multiple linear regressions is homoscedasticity. Homoscedasticity refers to equal variance of errors across all the independent variables (Osborne & Waters, 2002). This means that researchers assume that errors are spread out consistently between the variables (Keith, 2006). Statistical software scatter plots of residuals with independent variables are the method for examining this assumption (Keith, 2006). Therefore, the homoscedasticity of the study is tested using scatter plots (See Appendix B2).

3.12. MODELSPECIFICATION

Regression model is a model which explain the relationship between a dependent and independent variable in which variables in 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.

$$(Y)= \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon$$

$$(ETOE) = \beta_0 + \beta_1 (AC) + \beta_2 (RCO) + \beta_3 (RSPO) + \beta_4 (ADV) + \beta_5 (GRO) + \beta_6 (WOKITS) + \beta_7 (COMP) + \beta_8 (SUP) + \beta_9 (WORKCOD) + \beta_{10} (COWRK) + \beta_{11} (POL) + \beta_{12} (JOB S) + \beta_{13} (STE) + \beta_{14} (COMUN) + \epsilon$$

Where

3.13. ETHICAL CONSIDERATIONS

Participants were informed to participate voluntarily and their privacy and anonymity would be kept in secret and would be used for only academic purpose. According to Cresswell (2012) "as the researcher anticipate data collection, the need to respect the participants and sites for the research". In the study there should be maintain objectivity, courtesy and no falsification, alteration, or misinterpretation of data for political or other purposes. Moreover, the use of offensive, discriminatory or other unacceptable languages were avoided in the formulation of questioner.

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATIONS

4.1. INTRODUCTION

In this chapter, the data is statistically analyzed using SPSS version 20 and the results are presented in five sections. In the first section the brief overview of the respondents' information presented. Secondly, the reliability and validity of the data presented. Thirdly, descriptive analysis presented. In the fourth section the correlation analysis of the data and finally the regression analysis of the study presented.

4.2. DATA RESPONSE RATE

The survey was conducted in Wolkite University's a total of 343 numbers of structured questionnaires were distributed to the respondents out of which 343 number of questionnaire all respondents were returned (100%) 343 questionnaires were processed for the analysis of data with a response rate of 100 % which indicates acceptable survey response rate.

4.3 DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS.

It mentioned earlier in this section attempts to present the demographic characteristics of respondents elected the university. The demographic factors in this section include respondents' profile such as age, gender, education level and backgrounds, they qualified, work experiences. These was help the researcher later to identify and relate the results of the findings based on respondent characteristics and to forward specific recommendation to its concerns.

Table 3 Respondent's profile

Description	Category	number	Percentage	Gender of respondent	
				Male	Female
Age :(in years)	20- 30 years	182	53.06%	153	29
	between31-40 years	92	26.82%	56	36
	41-49 years	63	18.35%	40	23
	above 50	6	1.70%	6	0
	Total	343	100%	255	88
Educational status	PHD	2	0.58%	1	1
	second Degree	67	19.53%	53	14
	Bachelor degree/ MSc	145	42.27%	114	31
	Diploma /TVET/	125	36.44%	86	39
	Other	4	1.17%	1	3
Total	343	100%	255	88	
Work experience	Less than 5 years	120	34.98%	88	32
	6-10 years	176	51.31%	126	50
	11-15 years	6	1.74%	0	6
	16- 20 years	23	6.70%	23	0
	and above 20 years	18	5.24%	18	0
	Total	343	100%	255	88

Source: author's survey result, 2023/24

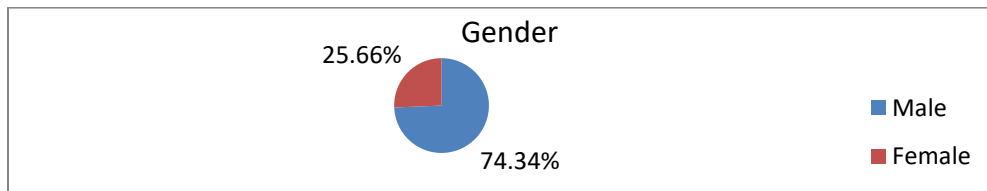
Table 3 above illustrates the overall background of respondents from both admen and academic office selected for this study. As the survey result indicates, the majority (79.88%) of the respondents' age lay below 40 years old while the rest 20.12 % of the respondents are between 40-49 years old.

Likewise the educational status of the respondents shows that 61.8 % of the respondents are bachelor of degree and masc, and the remaining 38.2 % respondents are PhD diploma and other holders. The last but not the least element under respondents profile analysis was their work experience. Accordingly 34.98 % of respondent less than 5 years, 51.31% of the respondent is between 5-10 years, while the rest 13.71 % of the respondents have more than 10 years' work experience. This shows that more than half of the respondents (officers) have a service years more than 5 year but when we come to their performance quality it is below the standard due lack of relevant training

4.3.1. GENDER OF THE RESPONDENTS

The gender of the respondents in figure 6 indicates that 74.34% of the respondents were males, and 25.66 % females. This means that majority of the respondents are males.

Figure 4 Gender of the respondent

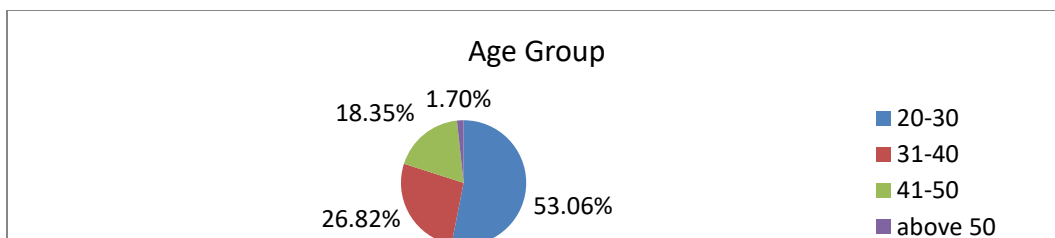


Source own survey, 2023/24

4.3.2 AGE GROUP OF THE RESPONDENTS

The age group of the respondents is also depicted in the same table. Accordingly, the age groups of the respondents are between four bands. Some bands 53.06% are less than 30 years old, 26.82 % respondents are between 30-39 years, 21.3% respondents are between 40-49 years and lastly 18.38% 6% is between 50-56. and above.

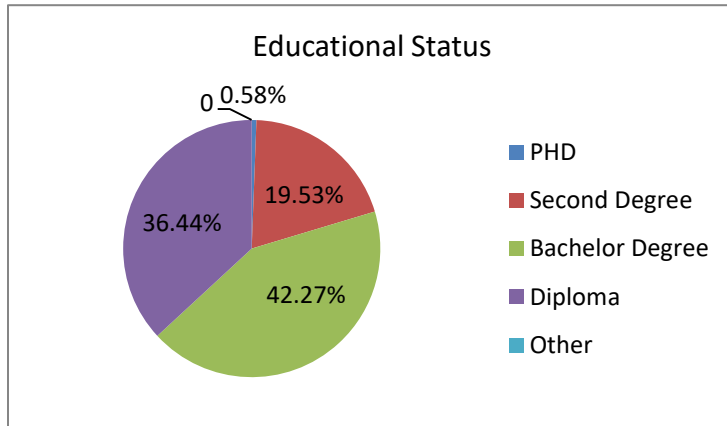
Figure 5 Age of respondents groups



SOURCE; - OWN SURVEY, 2023/24

4.3.3 EDUCATIONAL STATUS OF THE RESPONDENTS.

The fourth issue portrayed in this table is the educational status /background of the respondents. Accordingly, 42.27 % are BA/MA degree, 36.44% attended TVT/diploma, 28.2% have completed general secondary degree, and 19.53% (1.6) respondents are phd and other holders.



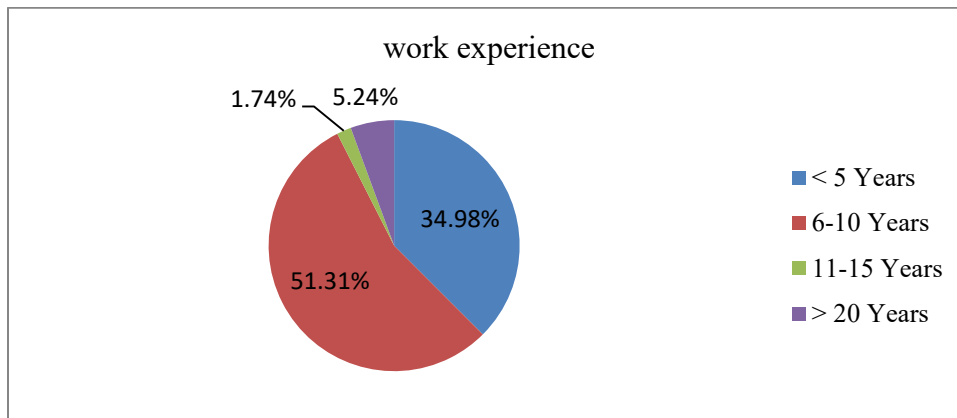
Source own survey, 2023/24

Figure 6, educational status of the respondents.

4.3.4 WORK EXPERIENCE OF THE RESPONDENTS

The least element under respondents profile analysis was their work experience. Accordingly 34.98 % of respondent less than 5 years, 51.31% of the respondent is between 5-10 years, while the rest 13.71 % of the respondents have more than 10 years' work experience. This shows that more than half of the respondents (officers) have a service years more than 5 year but when we come to their performance quality it is below the standard due lack of relevant training.

Figure 7 work experience of the respondents.



Source own survey, 2023/24

4.4. DESCRIPTIVE ANALYSIS

According to Zaidatol and Bagheri (2009) the mean score below 3.39 is considered as low; the mean score from 3.40 up to 3.79 is considered as moderate and mean score above 3.8 is considered as high

According to Agresti (2002) statistical methods for variables of one type can also be used with variables at higher levels but not at lower levels. Analysts often utilize the quantitative nature of ordinal variables by assigning numerical scores to categories or assuming an underlying continuous distribution

Table 4 descriptive statistics table

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
AC	343	1	5	1.96	1.052
Recognition	343	1	5	2.06	1.155
Responsibility	343	1	5	2.09	1.006
Advancement	343	1	5	1.99	.963
Growth	343	1	5	1.70	1.011
Workitself	343	1	5	1.84	1.018
compensation	343	1	5	2.41	1.356
Supervision	343	1	5	2.15	1.140
workcondition	343	1	5	1.94	1.006
coworker	343	1	5	1.90	1.018
policies	343	1	5	2.10	1.193
jobsecurtiy	343	1	5	2.01	1.109
status	343	1	5	2.15	1.175
commincation	343	1	5	2.17	1.131
ETOE	343	1	5	2.07	1.160
Valid N (listwise)	343				

Source: Author's SPSS output 2024

As displayed in the above table no 4 analyses for descriptive statistics, which used to summarize the mean, standard deviation, minimum and maximum of data made. A low standard deviation is an implication of the data point that tends to be very close to the average mean value, whereas high standard deviation reveals the data point spread out over a large range of mean values (Brooks, 2014)

The researchers deployed, descriptive statistics analysis to understand the level of employee turnover intentions of employees of Wolkite University. In the above table it can be seen that the mean value of fortune independent variables (Achievement M =1.96, SD =1.052), Recognition M = 2.06,SD =1.155) , Responsibility M= 2.09 SD=1.006), Advancement M =1.99 SD=0.963),Growth M= 1.70 SD=1.011),work itselfM=1.84,SD=1.018),Compensation/Pay M= 2.41,SD=1.356), supervisions M=2.15,SD1.14), Work Conditions M = 1.94,SD=1.066), coworker M=1.90,SD=1.018),police M=2.10 SD=1.193), Job Security M = 2.0, SD=1.109), Status M= 2.15,SD=1.175)and Communication M= 2.17,SD= 1.131)

In general, most of employees of the Wolkite University expressed their dissatisfaction with achievement, recognitions, responsibility, advancement, Growth, work itself, compensation, supervision, work conditions, co-workers, policies, job security, status, and communication however they have clearly showed their intention to leave by a mean value stipulated above.

4.5. CORRELATION ANALYSIS

The correlation coefficient values are always between -1 and +1. A correlation coefficient of -1 implies that the two variables have a perfect negative relationship, whereas, a correlation coefficient of $+1$ indicates that the two variables have a perfect positive relationship with each other and correlation of “0” means there is no linear relationship between two variables.

More specifically, Evans (1996) suggests correlation coefficient of .00-.19 as “very weak”, .20-.39 as “weak”, 0.40-.59 as “moderate”; .60-.79 as “strong” and .80-1.0 as “very strong”. Gerstman on an education blog put coefficient of less than .3, .3-.7 and greater than .7 as weak correlation, moderate correlation and strong correlation respectively. Cohen’s (1988) effect size indicated that the correlation coefficient (r) ranging from 0.10 to 0.29 may be regarded as indicating a low degree of correlation, r ranging from 0.30 to 0.49 considered as a moderate degree of correlation, and r ranging from 0.50 to 1.00 regarded as a high degree of correlation. Correlation analysis shows us the relationship between dependent and independent variables.

In general, most of employees of the Wolkite University expressed their dissatisfaction with achievement, recognitions, responsibility, advancement, Growth, work itself, compensation, supervision, work conditions, co-workers, policies, job security, status, and communication however they have clearly showed their intention to leave by a mean value stipulated above. (Gujarati, 2004). It is useful to check the correlation test between dependent and independent variable prior to conducting regression analysis. However, in correlation analysis the primary objective is to measure the strength or degree of linear association between variables.

Table5, Correlation Analysis table

		AC	2	3	4	5	6	7	8	9	10	11	12	13	14	con	
1	AC	Pearson Correlation	1														
		Sig. (2-tailed)															
2	Recognition	Pearson Correlation	.866**	1													
		Sig. (2-tailed)	0														
3	Responsibility	Pearson Correlation	-0.022	-0.04	1												
		Sig. (2-tailed)	0.69	0.458													
4	Advancement	Pearson Correlation	-0.058	-0.049	-0.04	1											
		Sig. (2-tailed)	0.284	0.361	0.444												
5	Growth	Pearson Correlation	.132*	0.091	.110*	0.003	1										
		Sig. (2-tailed)	0.014	0.091	0.042	0.951	1										
6	Work itself	Pearson Correlation	-0.033	-0.041	0.014	.115*	0.013	1									
		Sig. (2-tailed)	0.542	0.45	0.793	0.033	0.808										
7	compensation	Pearson Correlation	-0.061	-0.069	0.102	0.014	-0.01	0.09	1								
		Sig. (2-tailed)	0.26	0.203	0.06	0.797	0.916	0.09									
8	Supervision	Pearson Correlation	-.117*	-0.081	-0.05	-0.01	-0.05	-0.05	-0.03	1							
		Sig. (2-tailed)	0.03	0.136	0.354	0.823	0.385	0.36	0.528								
9	work condition	Pearson Correlation	-0.002	-0.067	.112*	-.115*	0.041	0.03	-0.01	0.092	1						
		Sig. (2-tailed)	0.971	0.213	0.038	0.033	0.446	0.56	0.927	0.091							
10	coworker	Pearson Correlation	-.159**	-.183**	0.092	-0.04	0.028	0.06	-0.03	.202**	.531**	1					
		Sig. (2-tailed)	0.003	0.001	0.091	0.498	0.604	0.28	0.578	0	0						
11	policies	Pearson Correlation	-0.039	-0.07	0.061	-0.04	-0.01	0.04	0.02	0.096	.377**	.439**	1				
		Sig. (2-tailed)	0.472	0.193	0.262	0.52	0.792	0.44	0.708	0.074	0	0					
12	job security	Pearson Correlation	-0.097	-0.097	0.098	0.008	-0.01	0.05	-0.03	0.095	.292**	.340**	.655**	1			
		Sig. (2-tailed)	0.072	0.074	0.069	0.878	0.866	0.4	0.541	0.078	0	0	0				
13	status	Pearson Correlation	-0.054	-0.063	0.048	-0.04	-0.1	0.03	-0.02	.125*	.279**	.328**	.642**	.745**	1		
		Sig. (2-tailed)	0.314	0.243	0.378	0.518	0.072	0.58	0.683	0.021	0	0	0	0			
14	commendation	Pearson Correlation	-0.044	-0.066	0.082	0.009	-0.08	0.04	-0.04	.191**	.265**	.339**	.595**	.625**	.821**	1	
		Sig. (2-tailed)	0.418	0.22	0.13	0.862	0.156	0.42	0.479	0	0	0	0	0	0		
con	ETOE	Pearson Correlation	.862**	.917**	-0.02	-0.05	0.1	-0.05	-0.07	-0.09	-0.02	-.115*	0.003	-0.01	0.014	0	1
		Sig. (2-tailed)	0	0	0.672	0.339	0.064	0.36	0.183	0.089	0.758	0.033	0.95	0.922	0.801	1	
		N	343	343	343	343	343	343	343	343	343	343	343	343	343	343	343

Source: Author's SPSS output 2024

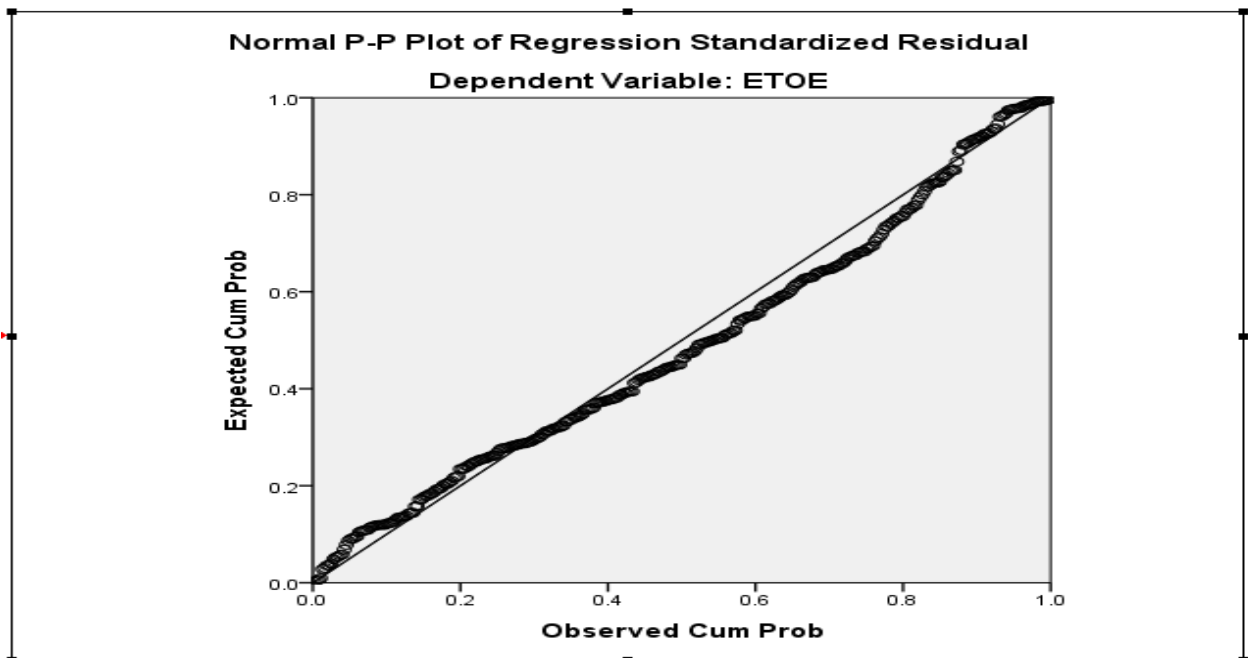
Based on the above table information, independent variables like; achievement ($r=.862$, $p<0.05$), recognitions ($r=.917$, $p<0.05$), responsibility ($r=-.023$), advancement ($r=-.052$), growth($r= .1$), work itself($r=-.050$), compensation ($r=-.072$), supervision($r=- .092$), job security($r=-.005$), Work conditions ($r=-.017$), co-workers($r=-.115$, $P<0.05$), policies ($r=-.003$), communication ($r= 0$, $p<0.05$) and status ($r=0.014$). Hence, it can be seen that all independent variables have positive and negative relationship with turnover intention especially Growth are there is perfectly positive relationship as compared to other variables. Furthermore, the above table shows factors of job satisfaction that has moderate relationship with employee’s turnover intention.

4.6. TESTING MULTIPLE REGRESSION ANALYSIS ASSUMPTIONS

4.6.1. LINEARITY OF THE REGRESSION

Linear regression desires the relationship between the independent and dependent variables to be linear. The linearity statement can most excellent be tested by P-P plots for linearity of the multiple regression. As observed from the figure illustrated below showed that straight-line and linear (Y is a linear function of X of plus random error)

Figure 8.2 p-p plot source SPSS 2024

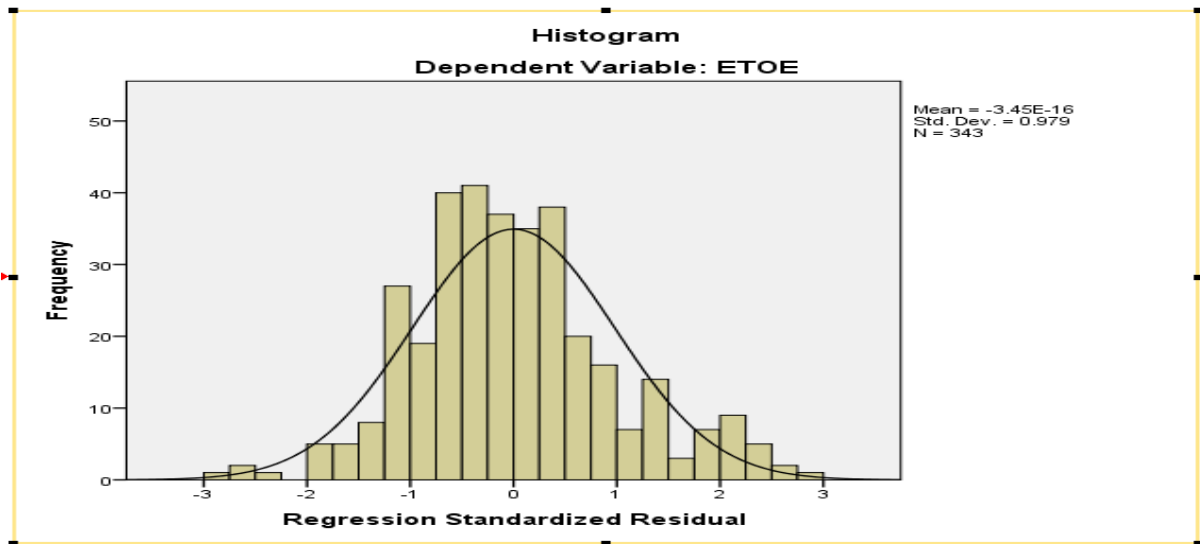


Source: Author’s SPSS output 2024

4.6.2 NORMALITY TEST

Another classical linear regression model test is normality test. It used to identify whether data is normally distributed or not is one of the basic assumptions in parametric test: As such, if we draw a vertical line through the center of the distribution it displays a mirror image distance on both sides. This kind of distribution known as a normal distribution and is characterized by the bell-shaped curve. This shape implies that the majority of the scores lie around the center of the distribution (so the largest bars on the histogram are all around the central value).

Figure 9 Histogram Regression Standardized Residual



Source: author's SPSS output, 2024

As we see from the figure above, the residuals distributed normally from both sides and their distribution considered as normal curve. Because without probability sampling, error estimates cannot be constructed (Shavelson, 1988).

4.7. REGRESSION ANALYSIS

Table 6 indicates the investigation of the relationship between job satisfaction (achievement, recognitions, responsibility, advancement, growth, work itself, compensation, supervision, work conditions, co-workers, policies, job security, status, and communication) and turnover intentions. The R value is the correlation coefficient between the dependent variable and the independent variables 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 .932, which shown that a high degrees of correlation between the dependent variable and independent variables exists, the adjusted R square value of 0.863 showed that those independent variables can explained 86.3 % of the variation in dependent variable i.e. employee turnover intention is explained by these fourteen predictors; while the rest of 13.7% turnover intention is influenced by other variables which are not incorporated under this study. Since this model explains only 86.3% of the dependent variable that reveals the model is strong.

Model Summary^b

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	.932 ^a	.869	.863	.429	.869	155.399	14	328	.000	1.935

a. Predictors: (Constant), commincation, Advancement, compensation, Growth, Recognition, Worktiself, Responsibility, Supervision, workcondition, coworker, jobsecurtiy, policies, AC, status

b. Dependent Variable: ETOE

Source: Author’s SPSS output 2023/24

Table 6Regression analysis

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	141.677	14	10.120	11.953	.000 ^b
	Residual	277.700	328	.847		
	Total	419.376	342			

a. Dependent Variable: ETOE

b. Predictors: (Constant), commincation, Advancement, compensation, Growth, Recognition, Worktiself, Responsibility, Supervision, workcondition, coworker, jobsecurtiy, policies, AC, status

Source: Author’s SPSS output 2024

Table 7anova analysis

Table 7 shows the ANOVA test on the general significant of the model. The result revealed that the set of predictors is statistically significant at predicting turnover intention, with F statistic=11.953 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.. (i.e. it is a good fit for the data)

4.8. MULTI-CO LINEARITY TEST

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 $1/VIF$, it also used by many researchers to check on the degree of collinearity. The decision rule for tolerance is a variable whose TOL value is less than 0.1 shows the possible existence of multi-collinearity problem (Gujarati, 2004).

From the assumption test the VIF values for all variables became less than the tolerable value, i.e. 10. Tolerance value of all variables also became above 0.1 which indicates that this model is free from multi-collinearity.

Table Multi-Co linearity analysis

Coefficients ^a											
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.564	.346		4.514	.000					
	AC	.103	.098	.100	1.052	.294	.104	.058	.055	.302	3.315
	Recognition	-.131	.109	-.133	-1.194	.234	-.071	-.066	-.062	.219	4.561
	Responsibility	-.029	.093	-.030	-.316	.752	.077	-.017	-.017	.306	3.269
	Advancement	.074	.113	.074	.658	.511	-.031	.036	.034	.218	4.590
	Growth	.258	.109	.226	2.372	.018	-.021	.130	.124	.301	3.323
	Workitself	.009	.049	.009	.172	.863	.019	.010	.009	.957	1.045
	compensation	-.449	.123	-.349	-3.649	.000	-.123	-.198	-.191	.299	3.347
	Supervision	.115	.058	.121	1.985	.048	.048	.109	.104	.738	1.356
	workcondition	.000	.065	.000	-.007	.995	-.031	.000	.000	.974	1.026
	coworker	-.050	.047	-.056	-1.058	.291	-.039	-.058	-.055	.965	1.036
	policies	.108	.053	.108	2.018	.044	.122	.111	.105	.948	1.055
	jobsecurity	.049	.050	.053	.988	.324	.087	.055	.052	.933	1.071
	status	.193	.063	.163	3.056	.002	.178	.167	.160	.961	1.041

a. Dependent Variable: Turnoverintantion

Source: Author's SPSS output 2024

The men value of Vif = 2.27

According to Meyerset al. (2006) the multiple linier regressions is a very useful tool that has become very popular in behavioral study. After getting empirical data from the questionnaires (full version & final version Questionnaires), the regression coefficient and T-value from SPSS result used to estimate results for hypothesis testing and answer other research questions. The regression coefficient interpreted as the rate of change in dependent variable as a function of change in independent variables findings from the study, where Beta values are the coefficients of regression and t-value used to decide on the significance. Expectedly, t-value with greater value of regression coefficients found higher. Following the rule of thumb (George &Mallery, 2003), t-value greater than two ($T > 2$) is considered as significant.

Table 8 Regression Coefficients

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.741	.318		2.332	.020
	AC	-.082	.109	-.069	-.752	.453
	Recognition	.071	.099	.065	.716	.475
	Responsibility	-.065	.057	-.052	-1.134	.258
	Advancement	-.121	.060	-.092	-2.031	.043
	Growth	.224	.057	.180	3.919	.000
	Workitself	-.070	.056	-.056	-1.241	.215
	compensation	.295	.042	.317	6.987	.000
	Supervision	-.133	.052	-.120	-2.573	.011
	workcondition	-.176	.068	-.140	-2.569	.011
	coworker	.154	.071	.124	2.174	.030
	policies	.204	.070	.193	2.928	.004
	jobsecurtiy	.028	.082	.025	.339	.735
	status	.030	.101	.028	.294	.769
	commincation	.318	.090	.285	3.517	.000

a. Dependent Variable: ETOE

Source: researcher’s own compilation of Survey data 2023/24

Table 8 shows the extent to which each independent variables influence the dependent variable. The result shows the regression coefficient (beta) that has negative sign indicates the independent variables have negative impact on turnover intention. On the other hand, a positive sign of regression coefficients indicate positive impact.

The beta coefficient values shown on table 8, indicated that achievement has a coefficient of (-0.69),recognition has a coefficient of (.065),communication has a coefficient of (.285)responsibility has a coefficient of (-.052),advancement has a coefficient of (-0.092) growth has a coefficient of (0.18), work itself has a coefficient of (-.056), compensation has a coefficient of (.317), supervision has a coefficient of (-.120), work condition has a coefficient of (-.140),co-worker has a coefficient of (.124),policies has a coefficient of (.193),job security has a coefficient of (.025),status has a coefficient of (.028) and communication has a coefficient of (.285) with significant p-value < 0.05 for all those 8 predictors are more impact on turnover intention at WKU. Hence, these predictors (compensation, communication, growth, policies, supervision, work condition, coworker, and advancement) have a positive and negative 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 Wolkite University. The remaining factors of job satisfaction factors; recognition has a coefficient of (0.065), work itself has a coefficient of (-0.056), achievement has a

coefficient of (-0.069), status has a coefficient of (0.028), job security has a coefficient of (0.025) and responsibility has a coefficient of (-0.052) with significant p-value > 0.05 for all those six predictors. As a result, these predictors have no significant effect on turnover intention. It can be said that the increase or decrease of the value of those variables have no significant impact on the level of employee turnover intention at wolkite university.

$$(Y) = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon$$

$$(ETOE) = \beta_0 + \beta_1 (AC) + \beta_2 (RCO) + \beta_3 (RSPO) + \beta_4 (ADV) + \beta_5 (GRO) + \beta_6 (WOKITS) + \beta_7 (COMP) + \beta_8 (SUP) + \beta_9 (WORKCOD) + \beta_{10} (COWRK) + \beta_{11} (POL) + \beta_{12} (JOB S) + \beta_{13} (STE) + \beta_{14} (COMUN) + \epsilon$$

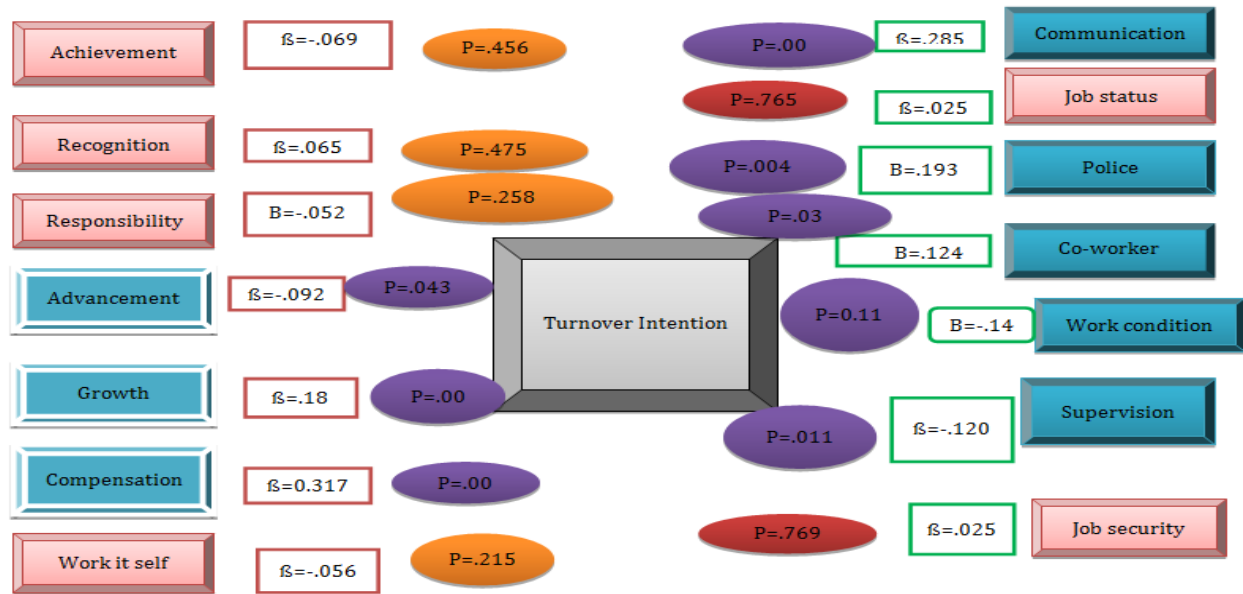
Where

Y= dependent variable ETOE employee turnover intention whereas β_0 , X_1 , X_2 , X_3 , X_4 , X_5 and ϵ denote the intercept of the equation, achievement, recognition, responsibility, advancement, growth, work itself, compensation, supervision work condition, cow worker, polices, job security, states and communication error term of the equation respectively meanwhile, β_1 , β_2 , β_3 , β_4 , β_5 are beta coefficients which demonstrate the percentages changes in dependent variable (employee turnover intention) due to unit changes in explanatory variables (X_1 - X_5)

$$\beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon$$

$$(ETOE) = 0.741 + (-0.082 * 0.453) + (0.071 * 0.475) + (-0.065 * 0.258) + (-0.121 * 0.043) + (0.224 * 0.000) + (-0.07 * 0.215) + (0.295 * 0.000) + (-0.133 * 0.011) + (-0.176 * 0.011) + (0.154 * 0.030) + (0.24 * 0.004) + (0.028 * 0.735) + (0.03 * 0.769) + (0.318 * 0.000) + 0.05$$

Figure 10 Model result



Source: researchers own compilation of Survey data 2023/24

The above figure revealed that (compensation, communication, growth, policies, supervision, condition, coworker, and advancement) have a significant impact on turnover intention with the level of p-value < 0.05. (i.e. significance represent). Whereas the other predictor variables; recognition, work itself, achievement, job status, job security and responsibility have insignificant impact on turnover intention with the level of p-value > 0.05. (i.e. insignificance represents).

As the result of this the above figure, it can be said that, Compensation, communication, growth, polices, and Supervision have contribute high to the variation of employees' turnover intention at wolkite university from the higher to lower compare to other predictors under study. From this result we can say that both intrinsic (advancement, work itself & growth) and extrinsic (communication, Compensation, Supervision, work condition, polices,) job satisfactions have an inverse relationship and effect on employees' turnover intention. Mahdi et al, (2012) stated that both forms of job satisfaction (intrinsic and extrinsic satisfaction) have inverse relationship on employees' turnover intentions. Even though, intrinsic job satisfaction has stronger influence on turnover intention. Existence of extrinsic job satisfaction also must be considered in measuring intention to quit

CHAPTER FIVE

SUMMARY OF FINDING, CONCLUSION AND RECOMMENDATION

5.1. SUMMARY OF FINDINGS

The main purpose of the study was to evaluate the effects of job satisfaction on turnover intentions among the employees of Wolkite University. The study was conducted using descriptive survey method. It employed reliability and validity test to confirm the stability, consistence, sampling adequacy and the strength of degree of relationship among the questionnaire items. After the reliability and validity test, the study applied descriptive, correlation and regression techniques of analysis using SPSS version 20(Statistical Package for Social Science). The survey was conducted in Wolkite University at main campus in wolkite. A total of 343 numbers of structured and self-administered questionnaires were distributed and 343 of them were successfully collected with a response rate of 100%. These study 14 predictors which consist of 60 items and 1 dependent variable which consists of 4 items. Independent and dependent variable items utilized five point Likert-scale ranked from strongly disagree to strongly agree where 1 - “strongly disagree”, 2 - “disagree”, 3 - “neutral”, 4 -“agree” and 5 - “strongly agree. After the reliability and validity test of the independent and dependent variables confirmed .The researcher applied descriptive statistics analysis to evaluate the level of job satisfaction and the level of employees’ turnover intention as well as to identify the major factors of job dissatisfaction that contribute more to employees’ turnover intention. The second data analysis method used by the researcher was the correlation analysis method to measures the directions and strength of the relationship between two variables. The researcher also implemented multiple regression analysis to understand to what extent the level of job satisfaction affects employees’ turnover intention at Wolkite University.

Based on the analysis and interpretation of the data the researcher presented the summary of the major findings as shown below:

The first findings of the study (descriptive analysis) showed that the mean value of 14 job satisfaction factors (achievement, recognition, responsibility, advancement, growth, work itself, compensation/pay, work conditions, job security, job status communication, police, status, co work and supervision) have low mean score below 1.99 which indicates respondents feels that relatively less satisfied on these predictors or it can be said that

employees' of Wolkite University have low level of job satisfaction. Therefore, these predictors are contributing factors for employees' turnover intention at Wolkite University.

The second findings of the study using correlation analysis revealed that ten factors of job satisfaction (responsibility, advancement, work itself, compensation, supervision, job security, police, communication, supervision and work condition) have negative and significant relationship with turnover intention, While the other three independent variables (achievement, recognition and growth) have strong ,positive and significant relationship with employee turnover intention. Besides; job status has no relationship associated with turnover intention.

The third findings of the study using regression analysis showed that the adjusted R square value of 0.863% depicting 86.3 % of the variation in employees' turnover intention is explained by the factors of job satisfaction used in this study, while the rest of 13.7% turnover intention is influenced by some other variables.

More specifically, the regression coefficient (beta) also showed the extent to which each independent variables influence the dependent variable. Accordingly, (compensation, communication, growth, policies and coworker, have a positive and significant beta values, (supervision, work condition and advancement) have a negative, significant beta values at the level of $P < 0.05$. therefore, it can be said that the increase or decrease of the value of these factors of job satisfaction had a negative and positive significant impact on the level of employees' turnover intention at Wolkite University.

Among these factors of job satisfaction Compensation, communication, growth and polices have contribute relatively high impact to the variation of turnover intention with.

5.2. CONCLUSION

With respects to the above summary of findings the following points could be concluded:

- ❖ The predictor variables(achievement, recognition, responsibility, advancement, growth, work itself, compensation/pay, work conditions, job security, job status and communication are contributing significantly to employees' turnover intention and the existing level of job satisfaction is low at wolkite university.
- ❖ Among these factors of job satisfaction; responsibility, advancement, compensation Supervision had communications the lowest mean value scored and these five factors playing a major role for employees' turnover intention at Wolkite University compared to other job satisfaction factors considered in this study.

The correlation analysis also showed that the predictor variables, (compensation, communication, growth, policies and coworker) have a positive and significant relationship with turnover intention at Wolkite University. And (supervision, work condition and advancement) have a negative and significant relationship with turnover intention at Wolkite University.

- ❖ The regression analysis result also revealed that 86.3% of the variation of employees' turnover intention is explained by the factors of job satisfaction used in this study, while the rest of 13.7% turnover intention is influenced by some other variables.
- ❖ More specifically, the regression coefficient (beta) also showed the extent to which each independent variable (compensation, communication, growth, policies and coworker) has positive and significant relationships with turnover intention. And (supervision, work condition and advancement) have a negative and significant beta values at the level of $P < 0.05$ Therefore, the increase or decrease of the value of these factors of job satisfaction had a positive and negative significant impact on the level of employees' turnover intention at Wolkite University.
- ❖ From the regression analysis result; compensation, communication, growth, policies, have contribute relatively high impact to the variation of employee turnover intention at Wolkite University. More clearly speaking, a 100% improvement in compensation results in reducing the intention of employees to leave by 31.7%, a 100% improvement in communication results in reducing the intention of employees to leave by 28.5%, a 100% improvement in growth results in reducing the intention of employees to leave by 19.3% and a 100% improvement in polices results in reducing the intention of employees to leave by 18%.

5.3. RECOMMENDATIONS

Job satisfaction is one of the primary reasons for employees to quit their jobs in an organization Barak et al (2001). When employees leave an organization, they take knowledge capital, relationships and investments along with them. Intelligent employers never undermine the importance of retaining the best talent. Organizational strategies in general and HR policies and practices in particular must be framed in such a way that they ensure retention of key performers. Therefore, in order to achieve the organization mission and strategic goals Wolkite University should work continuously to attract, develop, manage, motivate and retain committed employees. In view of the above discussion, the following suggestions are recommended to the policy makers and /or university management (from highest to lower level management) in general and HR in particular which will help to increase level of employees' job satisfaction and in turn reduce level of employees' turnover intention at wolkite university.

- 1) The finding of the study showed that wolkite university employees have low level of job satisfaction which expressed in its factors ;achievement, recognition, responsibility, advancement, growth, work itself, compensation/pay, work conditions, job security, job status and communication. Thus, it is recommended that wolkite university human resource department:
 - ✓ Has to continue conducting the annual employee satisfaction survey for the total staffs by providing delegation for department teams rather than monitoring central which helps to increase respond rates. Therefore, based on the survey result the managements should take appropriate remedy action.
 - ✓ Personal management functional unit should make exit interview for employees who leave the organization voluntarily, so this helps to know partially the reasons of the employees' turnover and helps managements to take appropriate action for the problem.
 - ✓ Develop proper human resource management retention policy and strategy to reduce turnover intention as a result to retain key performer employees.

The first findings of the study also showed that responsibility, advancement, compensation Supervision and communications with the lowest mean score were the major factors of job satisfaction found to be playing a major role for employees' turnover intention at Wolkite University compared to other job satisfaction factors considered in this study. Therefore, it has

been recommended that Wolkite University management in general and HR in particular: Should develop human resource management policy and procedure manual that includes a HR functions. Specifically, training and development department has to develop career growth and career advancement opportunities policy and procedure manual which can guarantee employees on; development of skills and abilities, fairness of promotion opportunities, and transparency of promotion functions.

Should conduct compensation system fairness and competitiveness based on the analysis result the executives and corporate governors have to give decision that help to build fair, competitive compensation and benefit packages of wolkite university. According to Lai (2011), an efficient compensation system leads in organizational growth and development which reveal a positive correlation between job satisfaction and skill based pay, job based pay and performance based pay which helps to increases job satisfaction and reduce turnover intention.

2.The second findings revealed that factors of job satisfaction; Compensation, communication , growth, policies coworker, supervision, work condition and advancement were found to be positive and negatively significantly associated with employees' turnover intention at Wolkite University.

Among these factors Compensation, communication, growth, policies and coworker are positive and significant with employee turnover intention and also supervision, work condition and advancement are negatively and significantly associated with employees' turnover intention at Wolkite University.

Among these factors compensation, communication, polices and growth were found positive and significantly associated with employees' turnover intention with the highest R-value respectively. Therefore, it has been recommended that wolkite university:

Managements (the highest to lower level managements) have to acknowledge employees achievements and accomplishments 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 acknowledgements create healthy competition environment among employees that helps to increase satisfaction and reduce turnover intention.

- ✓ Management and HR should develop management member administration policy and procedure manual which can guarantee management members on; fair promotion opportunities, demotion without reason (position, salary and benefit) fire without any justification and in general job security. The government organization is responsible to approve and monitor the proper implementation of policy.
- ✓ HRD has to make the nature of the work more challenging and inspiring by doing job enrichment, job enhancement and job enlargement in order to increase employees' job satisfaction level in turn to reduce employees' turnover intention. Samuel E.M. (2012) confirmed that the higher the satisfaction with nature of work the lower the employee turnover intention.

3. The third findings using regression analysis also showed the increase or decrease of the value of the predictor variables (Compensation, communication, growth, policies coworker, supervision, work condition and advancement) had a positive and negative significant impact on the level of employees' turnover intention at Wolkite University. More specifically (compensation, communication, polices and growth) have contributed relatively high impact to the variation of employee turnover intention at wolkite university. Therefore, it has been recommended that wolkite university.

Management in general and Sourcing and facility division in particular has to create standardize working environments; standardize office, office equipment ,furniture, office layout, proper lighting, free of noise , clean restrooms, free of toxic substance and their exposure as well as other health and safety provisions depend on the nature of the work. That helps to increase job satisfaction in turn reduces employee turnover intention.

Managements (highest to the lower level supervisors) have to play their supervisory role in organizations by enforcing the practices and rule with subordinates applying some level of flexibility. Employees under the same law enforcement but working in different departments can perceive the same rule and procedures in a different way due to different supervisor's management styles. The HRTD has to develop different types of leadership and supervisory trainings .Also HRD and other divisions have to follow up the delivery of the training as per the plan. In addition, they have to give the chance to the trainee to implement the skilled and measure its impact

5.4 SUGGESTIONS FOR FUTURE RESEARCH

The study found out that 86.3 % of the variation in employees' turnover intention is explained by factors of job satisfaction (achievement, recognitions, responsibility, advancement, growth, work itself, compensation, supervision, work conditions, co-workers, policies, job security, status, and communication); while the rest of 13.7% turnover intention is influenced by other variables outside the variable under study. Therefore, the results presented in this study are not inclusive of different factors that affect employees' turnover intention and wolkite university employees .Therefore, future research needs to be done considering the eight significant variables factors under this study in Wolkite University and/or other sectors of the country.

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Appendices

APPENDIX A: RESEARCH PROJECT SURVEY QUESTIONNAIRE

Wolkite University College of Business & Economics Management

Department MBA Program

Dear Respondent

This questionnaire is designed to collect data for the master thesis on the topic “The effects of job satisfaction on employee’s turnover intentions” the case of Wolkite University to fulfill the partial requirements of the Master of Business Administration (MBA) degree in Management. The purpose of this study is to investigate, how the job satisfaction affects employees turnover intentions. Therefore, your genuine response and willingness to participate in this research undertaking is highly appreciated. Since this research is only for academic purpose authorized by the Wolkite University, be sure that the information you provide will be kept confidential. Hence it is not necessary to write your name. Your participation is of great value for the success of this study, and therefore, I would like to thank you in advance for your kind cooperation in filling to this questionnaire. If you have any question regarding this questionnaire, please contact

Geremew Leja

MobileNo.+251912886266

Part .General Information

Please put sign () in the box for the choice appropriate for you.

1. Sex: Female Male

2. Level of education: Diploma B.A/ B.Sc. M.A. /M.Sc. PHD other_____

3. Total years of experiences in Wolkite University

<5 6-10 11-15 16-20 20 above

Part II- Please Rate These Questions Based on Your Opinion

SD = Strongly Disagree, D= disagree, N= Neutral, A= Agree, SA= Strongly Agree

Variables		SD	D	N	A	SA
Job Satisfacti on						
Achievement						
1	I like the feeling of accomplishment I get from the job					
2	I am proud to work in Wolkite University 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 Wolkite University goals					
Recognition		SD	D	N	A	SA
1	I feel appreciated when I achieve or complete a task					
2	My boss/ manager /supervisor always thanks me for a job well done					
3	I receive adequate recognition and rewards for a job well done					
4	I like the recognition I get for doing my job well					
Responsibilit y		SD	D	N	A	SA

1	I like the freedom to use my own judgment					
2	I have opportunity for independent thought and action					
Advancement		SD	D	N	A	SA
1	I will choose career advancement rather than monetary incentives					
2	My job allows me to learn new skills for career advancement					
3	There is a good promotion and career prospect to right candidate in Wolkite University					
4	Experience, skills & Performance are well recognized in Wolkite University					
Growth		SD	D	N		SA
1	I am proud to work in Wolkite University because I feel I have grown as a person					
2	My job allows me to grow and develop as a person					

Variables/Item						
3	My job allows me to improve my experience, skills and performance					
The work itself		SD	D	N	A	SA
1	I have a lot of variety in tasks that I do					
2	I am empowered enough to do my job					
3	My job is challenging and exciting					
4	I feel that the amount of work I am expected to do is reasonable					
5	I always feel that my contribution is important in achieving organization mission,					
Compensation /Pay		SD	D	N	A	SA

1	I am satisfied with the company salary scheme					
2	Wolkite University supports me on my career development through incentives					
3	Wolkite University provides excellent fringe benefit package (medical, insurance, allowance, leave...etc.).					
4	I receive an additional payment if I do additional work.					
5	I am fairly paid for what I contribute to Wolkite University					
Supervision		SD	D	N	A	SA
1	My immediate boss enables me to perform at my best capacity					
2	My immediate boss promotes an atmospheres of teamwork					
3	It is clear to me what my immediate boss expects of me regarding my job performance					
4	My immediate boss provides me with actionable suggestions with what I can do to improve					
5	When I have questions or concerns my immediate boss is able to address them					
6	I feel satisfied at work because of my relationship with my immediate boss					
7	My immediate boss are strong and trustworthy leaders					
Work Conditions		SD	D	N	A	SA
1	My job able to keep me busy all the time					

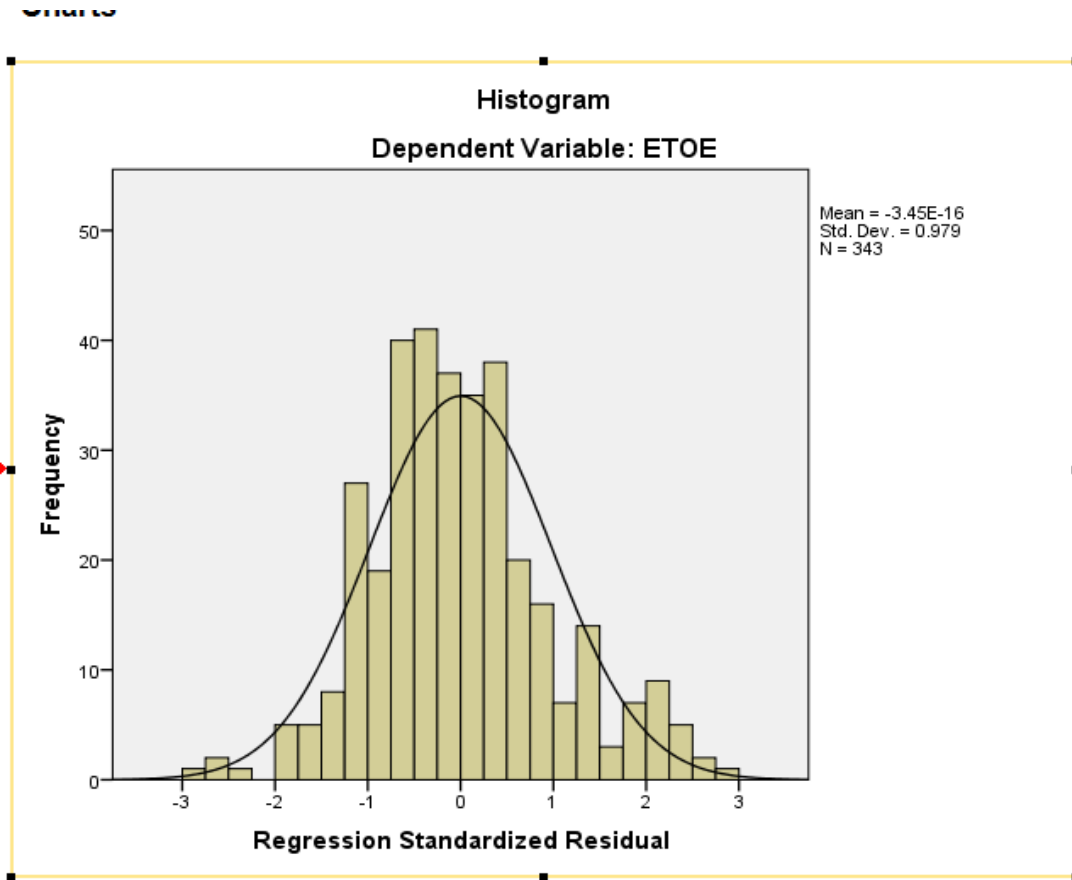
Variables/Item		SD	D	N	A	SA
2	I have to work hard at my job because of the incompetence of people I work with					
3	I feel satisfied because of the comfort I am provided at work					
4	At work, I have the necessary equipment and tools to facilitate my job.					
5	At work, Wolkite University provides an independent and healthy work environment.					
Co-Workers		SD	D	N	A	SA
1	It is easy to get along with my colleagues					
2	My colleagues are cooperative and friendly					
3	I enjoy my co-workers					
4	My Colleagues are important to me					
5	I have good interactions with my coworkers and supervisor					
Policies		SD	D	N	A	SA
1	I clearly understand the policies and strategies of Wolkite University					
2	Wolkite University policy is favorable for its workers					
3	I completely understand the mission of Wolkite University					
4	Wolkite University business process assists me in doing a good job					
Job Security		SD	D	N	A	SA
1	I believe safe working at my workplace					
2	I believe my job is secure					
Status						

		SD	D	N	A	SA
1	I give more preference to my position than benefits					
2	I have the chance to be somebody in the community					
Communication		SD	D	N	A	SA
1	Employees are regularly informed of major corporate projects, financial results, new products and/or services, technological changes ahead...etc					
2	There is good communication from employees to managers in Wolkite University					
3	Employees' suggestions are taken into consideration at Wolkite University					

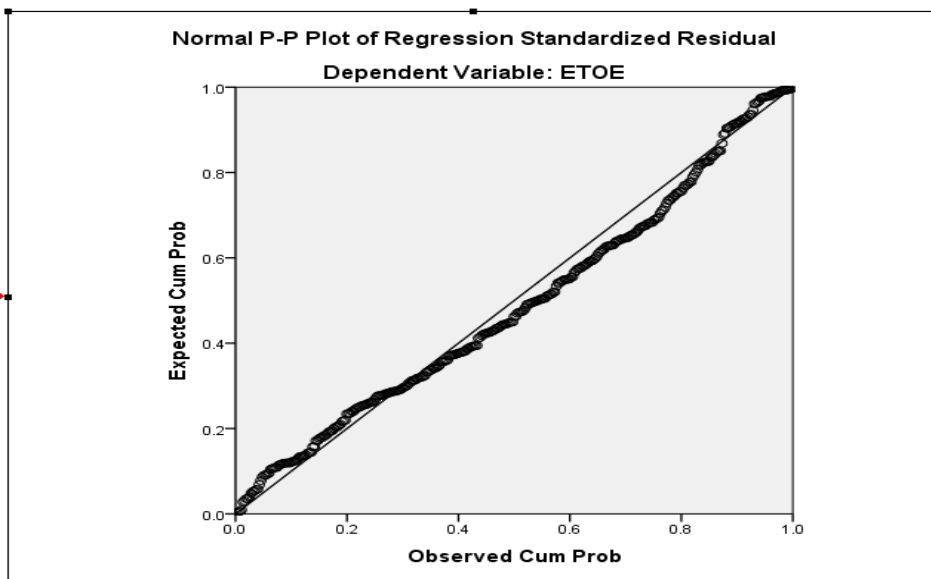
Variables/Item						
4	In my work unit, employees are regularly informed of the criteria used for their performance evaluation					
Turnover Intentions		SD	D	N	A	SA
1	I hear about jobs outside my company that interests me					
2	I often consider leaving my current job.					
3	I intend to quit my current job.					
4	I have already started to look for other jobs.					

Thank you for your time!

APPENDIX B1: HISTOGRAM



APPENDIX B2: NORMAL P-P PLOT



APPENDIX B3: SCATTERPLOT

