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St. Mary's University, Ethiopia

**ASSESSMENT ON EMPLOYEES' TURNOVER
INTENTION: THE CASE OF ETHIO-TEBIBE
GENERAL HOSPITAL, ADDIS ABABA**

BY:

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**JUNE 2017
ADDIS ABABA**

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HOSPITAL, ADDIS ABABA

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ADDIS ABABA

**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

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Abstract:

The objective of this study was to examine employees' intention to leave their carrier and associated factors among health professionals in private hospital of Ethio-tebibe general hospital, Addis Ababa, Ethiopia. The study was done based on primary and secondary data sources. A self-administered questionnaire was designed to collect the relevant information from the respondents. A descriptive research design was followed and applied mixed research approach. To determine the sample size from the target population, a formula designed by Yamane Tura was employed and 202 respondents were considered for the study. To select the sample respondent, stratified random sampling was used. The collected data were analyzed using descriptive statistics supported by SPSS software. The result revealed that the presence of poor organizational management, unfavorable work environment, high work pressure and job dissatisfaction which contributes for the overall intention to leave their career. The study recommends that, to retain experienced and dedicated health workers, responsible bodies should aggressively work on the concerns identified like, improvement in salary, promotion in terms of training/education opportunity, improving work-environment and improving of the leadership skills of the managers by developing a supportive supervision system.

Key words: Intention of the employees' turnover, Organizational management. Work environment, work pressure and Job satisfaction.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Employee turnover is one of the most important study issues to organizations, and it is the one that needs special attention. Employees' turnover is the process which employees leave their organizations. Turnover can be voluntary (employees intend to leave the organization) or involuntary (managers make employees redundant). Employees' voluntary turnover has adverse impacts on organizational effectiveness, efficiency and productivity (Shaw et al. 2005).

Intention to leave is defined as an employee's plan to quit the present job and look forward to finding another job in the near future. It is an intervening variable between job satisfaction and actual turnover (Price and Mueller 1981). Studies conducted in other Africa countries indicated in terms of intending to leave their current job is 18.8% of health workers in Tanzania and 26.5% in Malawi indicated that they were actively seeking employment elsewhere, compared to 41.4% in South Africa (Blaauw 2013) cited in (Asegid et al. 2014). And also regional studies conducted in Ethiopia have found that 50% to 60% of health care professionals say they intend to leave their current positions in the next year (Asegid et al. 2014).

Shortage of the health workers threaten the existence of health facility and negatively influence the quality of local health care services where coverage of effective interventions (Anand and Barnighausen 2007). In order to reduce the magnitude of intention to leave among the employee, the organization must know the main reasons of the employee's intention to leave. In addition to job satisfaction, different factors can positively or negatively influence health workers intention to leave the public health center such as work pressure, work environment, organizational management are few

factors which need serious consideration to retain health workers in their organization. When health workers leave their organization, this can negatively affect organizational performance. Organizations' have to recruit new health workers and by implication tacit knowledge is lost. Furthermore, organizational turnover could contribute to the shortage of health worker (Tummel et al. 2013) cited in (Asegid et al. 2014).

Studies revealed that increase in age decreases the intention to leave which is consistent with the finding suggested that when age, experience, and tenure in an organization increases, the desire to leave decreases (Beecroft et al. 2007). It is also consistent with the study conducted in Tanzania; intention to leave decreased significantly with age. The odds of leaving in the over 50 age group were half of those under 30 years (Blaauw et al. 2013).

A study conducted in Saudi nurses showed that level of salary was significantly associated with the scores of turnover intention, health professionals with lower salary had higher intention to leave than those with higher salary. Nurses with lower salary demonstrated higher intent of turnover than higher salary employees (Almalki et al. 2012).

Among the variables that contribute for intention to leave organizational management account higher number. A study conducted in East Harerge Zone; showed that more than three-fourths (76.2%) of the respondents were not happy with overall management of their health sectors (Junior and Mitikie 2012).

A good working atmosphere is characterized by a pleasant interaction with colleagues working in the same unit, a good team spirit, appreciation of good performance and collegial behavior. A study conducted in Taiwan indicated that when nurses in long term care experience an unpleasant working atmosphere, this would increase their intention to leave their organization (Tzeng 2002).

Considering work pressure, when health workers experience more work pressure, it could increase their intention to leave their current organization (Issa M et al. 2013).

Health care employees are high-risk and stressful profession. They are often confronted with critical incidents or acute stressor. Being responsible for patient outcomes, complexity of disease treatment and uncertainty concerning treatment of patients, propagation of diseases from patients, and dealing with death and dying people have been identified as sources of occupational (work) stress among them (Robinson et al. 2003).

The literature on intention to leave among health workers suffers limitations. There are a few studies from low-income and lower middle-income countries and only a handful from Upper middle-income countries (Rouleau et al. 2012).

To the extent of my knowledge, locally there are no studies conducted before on the factor associated with intention to leave in private hospital in Ethiopia but rather there are studies only on public health center such as a study by Taju (2016) on intention to leave and associated factors among health professionals in Jimma Zone public health center and also a study by Tesfaye (2016) on factors affecting turnover intention among health professionals in specialized hospital-specifically at Jimma university specialized hospital. Therefore, to bridge the gap, this study highlights factors associated with intention to leave among health care professionals in private hospital that is Ethio-tebibe hospital.

1.2 Statement of the problem

Health worker turnover is an increasing problem that threatens the functioning of the health care sector worldwide, especially in developing countries like Ethiopia. Health sector is generally characterized by a high turnover coupled with internal as well as external factors, but there is little information on intention to leave among health professionals in private hospital at Addis Ababa; Ethiopia.

High health professionals' turnover has become a problem for Ethio-tebibe general hospital. It had experienced significant turnover of employees particularly starting the year 2004 E.C. according to the human resource management of the Hospital. There are different factors associated with turnover intention of the health professionals which are internal and external to the hospital. Among the internal factors, dissatisfaction of health professionals due to low pay and insufficient incentives mechanisms, high workload & irregular shift work, job dissatisfaction and lack of distributive justice are the major contributors. And also among the external factors, better opportunities for better pay and inadequate working & living conditions are found.

The hospital HRM reported that last year around 112 professionals left the hospital which is around 22% of the total employees of the hospital. If it continues in this manner the hospital would expenditures from 60,000 -110,000 birr per a year for new recruitment process and also for customers loss (patients losses) from the result of losing experienced health professionals.

According to the human resource administration preliminary interview, the hospital did not consider seriously and no analysis and action was taken so far. Therefore, an empirical investigation has to be done to identify the reasons for this problem and look into better course of action. This has motivated the student research to conduct the study on factors affecting turnover intention taking Ethio-tebibe hospital as case study. Employees' turnover intention may be determined by variables such as work environment, work pressure, organizational management and job satisfaction.

1.3 Research question

In line with the research problem, the study addressed the following research questions.

- What is the effect of job satisfaction on employee turnover intention?
- What is the effect of work environment on employee turnover intention?
- What is the effect of work pressure on employee turnover intention?

- What is the effect of organizational management on employee turnover intention?

1.4 Objective of the study

1.4.1 General Objective

In line with the research question, the general objective of the research is to examine the factors affecting employees' turnover intentions in Ethio-tebibe general hospital; Addis Ababa.

1.4.2 Specific Objective

In the course of addressing its general objectives, the research specific objectives are:

- To examine the effects of job satisfaction on employees' turnover intention;
- To examine the effects of work environment on employees' turnover intention;
- To examine the effects of work pressure on employees' turnover intention;
- To examine the effects of organizational management on employees' turnover intention.

1.5 Scope and limitation of the study

1.5.1 Scope of the study

Theoretically, the employees' turnover intention may be affected by several factors such as uncompetitive pay, lack of training and leadership, job stress, lack of promotion opportunity, travel to abroad, working up privately, and non-conducive working environment, lack of job satisfaction, work pressure and organizational management. However, due to frequently raised issues that threaten the shortage of health professionals and inclusive of many variables, this study has focused on the four major factors that is work pressure, work environment, organizational management and job satisfaction.

Geographically, the study focused in Addis Ababa. On top of its convenience, conducting the study in Addis Ababa was considered justifiable because of the reasons that the selected hospital that is Ethio-tebibe general hospital has contained all the departments and/or the requirements that one private hospital should have to fulfill which makes it peculiar from other cities in Ethiopia.

1.5.2 Limitation of the study

With the above scope of the study, since the factors affecting employees' turnover intention varies from organization to organization and only one selected private hospital was represented in the sample, the generalization is limited to the hospital under the study. Though the city was preferable site to conduct the study because of the reasons mentioned above, focusing only in Addis Ababa might influence the generalizability of the study to some degree.

Moreover, due to the broad concept of factors that affect employees' turnover intention the research is limited to the selected major factors.

1.6 Significance of the study

The focus of this study mainly center on health professionals staffs in Ethio-tebibe general hospital found in Addis Ababa city. The study is important as it will highlight the major factors that cause employees' turnover intention that the hospital owner and managers view as for eliminating their employees' turnover. Thus, findings from this research will have value in clarifying the future direction of management policies, procedures, and conventions for private hospitals. This tries to enable the hospital to adapt externally and integrate its functions internally. In doing so, the management of hospital will find the research helpful in improving staff morale and bringing about controllable turnover of health professionals' staffs.

Moreover, the research outcome may add expertise to the existing body of knowledge and opens the door for other researchers who are going undertake further study in the area.

1.7 Organization of the study

This research have five chapters the first chapter contain the introduction of the paper. The second chapter deals with review of literature. The third chapter continues to deal with research design and methodology. The analysis and interpretation of the data was presented in the fourth chapter. While the last chapter, chapter five conclude the results obtained from the research and provides appropriate recommendation.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 Meaning and Concepts of Turnover

2.1.1 Human Resource Management

Human resource management is defined as a strategic and coherent approach to the management of an organization has most valued assets the people working there who individually and collectively contribute to the achievement of its objectives (Armstrong 2006).

Fombrun et al. (1984) cited in Armstrong (2006) held that HR systems and the organization structure should be managed in a way that is congruent with organizational strategy (hence the name matching mode). They further explained that there is a human resource cycle which consists of four generic processes or functions that are performed in all organizations. These are:

- **selection:** matching available human resources to jobs;
- **appraisal:** performance management;
- **rewards:** 'reward system is one of the most under-utilized and mishandled managerial tools for driving organizational performance well as long term achievements'; bearing in mind that 'business must perform in the present to succeed in the future';
- **Development:** developing high-quality employees.

2.1.2 Employees' turnover intention

Turnover intention has been widely used in many researches as an appropriate dependent variable as it is linked with actual turnover. Teff and Mayer (1993) have defined turnover

intention as "the conscious and deliberate will fullness to leave the organization". According to Bluedom (1982) recommended the use of turnover intention over actual turnover is preferred because actual turnover is more difficult to predict than intentions as there are many external factors that affect turn over behavior.

2.1.3 The employees' turnover

The employees Turnover refers to retirement, resignation and redundancy. Employee turnover is considered to be one of the persisting problems in organizations (Armstrong 2009) cited in (Hana and Lucie 2011). The term "turnover" is defined by Price (1977) as: the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period. Voluntary turnover is when an employee chooses to quit their job. When the company ends the working relationship through either layoff or discharge, this is an involuntary turnover.

The turnover means that another organization may gain a new knowledge employee who can become its competitive advantage. The loss of knowledge thus is a threat for the former organization, which increases the significance of knowledge continuity (Hana and Lucie 2011).

The rate of turnover varies from company to company. The highest level of turnover normally found in private sectors than public sectors. The levels of turnover also vary from region to region. The highest rates are found where unemployment rate is lower and where it is easy for people to get alternative employment. Sometimes employee turnover benefits organizations positively. This might happen when a poor performer is replaced by a more skilled employee and when a retired employee replaced by a younger one. Employee turnover may be also costly as it requires different cost to take account such as administrative costs of recruitment, cost of covering during the period in which there is a vacancy, training cost for the new employee etc. (Ranking 2006) cited at (Shasuzzoha, 2016).

Griffeth and Hom (2001) offer to focus on the part of turnover that is of real concern to an organization by differentiating between voluntary and involuntary turnover. Then, voluntary resignations are further distinguished between functional and dysfunctional. Finally, unavoidable resignations over which the employer has no influence are also left aside (family move, childbirth, serious illness or death). This leaves the group of avoidable resignations as the key focus. It also implies that to allow an informed decision, turnover rates have to be calculated down to department level, to identify which areas are most problematic.

Based on this issues employee turnover may be classified into five categories:

2.2 Classification of employees' turnover

A. Functional vs. Dysfunctional Turnover:

Functional turnover can be defined as "A turnover in which poor performers leave" while Dysfunctional turnover can be defined as "A turnover in which good performers leave" (Armstrong 2010).

B. Avoidable vs. Unavoidable Turnover:

A turnover that happens in avoidable circumstances is called 'Avoidable Turnover' whereas A turnover that happens in unavoidable circumstances is called 'Unavoidable Turnover' (Ibid).

C. Voluntary v/s Involuntary Turnover:

Voluntary turnover can be defined as "The turnover in which employee has own choice to quit or instances of turnover initiated at the choice of employees" where involuntary turnover can be defined as "The turnover in which employees have no choice in their termination e.g. sickness, death, moving abroad or employer's initiated termination" (Ibid).

D. Internal vs. External Turnover:

Internal turnover happens when employees send-off their current position and getting a new position within the same organization. It is related with the internal recruitment where organizations filling the vacant position by their employee or recruiting within the organization. External turnover arises when an employee separates the organization to join another. This may happen due to voluntary or involuntary reasons (Ibid).

E. Skilled vs. Unskilled Turnover:

Untrained, uneducated and unskilled positions often face high turnover rate. Without the organization or business incurring any loss of performance, employees can generally be replaced. On the other hand skilled and educated positions may create a risk to the organization while leaving. Therefore turnover for skilled and educated professionals incur replacement costs as well as competitive disadvantage of the business (Ibid).

2.3 Effects of employee turnover

Employee turnover is expensive from the view of the organization. Hence, it results subsequent replacement process entails manifold costs to the organizations. These replacement costs include for example, search of the external labor market for a possible substitute, selection between competing substitutes, induction of the chosen substitute, and formal and informal training of the substitute until he or she attains performance levels equivalent to the individual who quit (John 2000). Many researchers argue that high turnover rates might have negative effects on the profitability of organizations if not managed properly (Hogan 1992); (Wasmuth and Davis 1993) and (Barrows 1990). Turnover has many hidden or invisible costs Philips (1990) and these invisible costs are result of incoming employees, co-workers closely associated with incoming employees, co-workers closely associated with departing employees and position being filled while vacant. And all these affect the profitability of the organization. On the other hand turnover affects customer service and satisfaction (Adoboye and Adogoroye 2012).

Catherine (2002) argue that turnover include other costs, such as lost productivity; loss of sales, and management's time. This clearly demonstrates that turnover affects the profitability of the organization and if it's not managed properly it would have a negative effect on the profit.

Each time an employee leaves the firm, we presume that productivity drops due to the learning curve involved in understanding the job and the organization. Furthermore, the loss of intellectual capital adds to this cost, since not only do organizations lose the human capital and relational capital of the departing employee, but also competitors are potentially gaining these assets (Meaghan et al. 2002). Therefore, if employee turnover is not managed properly it would affect the organization adversely in terms of personnel costs and in the long run it would affect its liquidity position.

2.3.1 Costs associated with turnover

Phillips and Connell (2003) as cited in Asmamaw (2011) enumerate the costs of turnover to include, recruiting costs, selection and or employment costs, orientation costs, training costs, lost wages/salaries, administrative costs, lost productivity, loss of human capital, and customer satisfaction issues.

The common way of investigating employee resignation is by conducting an exit interview which also is another cost to the Organization. In conducting an exit interview, some costs are involved and they must be taken into consideration when calculating turnover costs. Bliss (2007) lists these costs to include the time of the person conducting the interview and the administrative costs involved in processing the resignation letter, including stationery and printing.

2.4 Factors affecting to turnover intention

2.4.1 Job Satisfaction

Job satisfaction can be defined as a pleasurable or positive emotional state, resulting from the appraisal of one's job or job experiences (Thompson and Phua 2012) cited in (Ayele et al. 2015). Job satisfaction is believed to be a key factor that it influences performance of individuals and organizations. Dissatisfied work force has a negative impact on performance of the facilities.

Job satisfaction is generally recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements. It encompasses specific organizational practices and relationships with co-workers (Misener et al. 1996).

2.4.2 Work Environment

Work environment characterized by a pleasant working atmosphere which include relation with colleague where employees share positive interaction, and meet personal satisfaction as well as organizational goals. On the other hand, employees who work in closed units generally tend to be more satisfied with their work, have better relations with their colleagues and also have positive cooperative relations with management (Vilma and Egle 2007).

Lambert et al. (2001) cited in Alkahtani et al. (2015) highlighted five variables of work environment, namely; role conflict, task variety, financial rewards, relations with co-workers and autonomy/participants.

2.4.3 Work pressure:

Work pressure is the workload present in the health centers. Healthcare is an inherently stressful profession with long working hours, difficult working conditions, dealing with

difficult patients and numerous occupational health and safety hazards (O' Connor et al. 2000).

2.4.4 Organizational management:

Organizational management is the management style of health centers which include relationship with staff that enable good working conditions. The impact of managerial responsibility has been singled out in several studies emphasized the health care roles and services (Clegg 2000).

2.5 Strategies to minimize employee turnover

Strategies on how to minimize employee turnover, confronted with problems of employee turnover, management has several policy options vs. changing (or improving existing) policies towards recruitment, selection, induction, training, job design and wage payment. Policy choice, however, must be appropriate to the precise diagnosis of the problem. Employee turnover attributable to poor selection procedures, for example, is unlikely to improve were the policy modification to focus exclusively on the induction process. Equally, employee turnover attributable to wage rates which produce earnings that are not competitive with other firms in the local labor market is unlikely to decrease were the policy adjustment merely to enhance the organization's provision of on-the job training opportunities. Given that is increase in direct and indirect costs of labor turnover, therefore, management are frequently exhorted to identify the reasons why people leave organization's so that appropriate action is taken by the management. Extensive research has shown that the following categories of human capital management factors provides a core set of measures that senior management can use to increase the effectiveness of their investment in people and improve overall corporate performance of business: employee engagement, the organization's capacity to engage, retain, and optimize the value of its employees hinges on how well jobs are designed, how employees' time is used, and the commitment and support that is shown to employees by the management would motivate employees to stay in organizations.

Knowledge accessibility, the extent of the organization's collaborativeness and its capacity for making knowledge and ideas widely available to employees, would make employees to stay in the organization. Sharing of information should be made at all levels of management. This accessibility would make employees feel that they are appreciated for their effort and chances of leaving the organization are minimal.

Workforce, optimization, the organization's success in optimizing the performance of the employees by establishing essential processes for getting work done, providing good working conditions, establishing accountability and making good hiring choices would retain employees in their organization. The importance of gaining better understanding of the factors related to recruitment, motivation and retention of employees is further underscored by rising personnel costs and high rates of employee turnover (Badawy 1988); (Basta and Johnson 1989); (Garden 1989); (Parden 1981) and (Sherman 1986). With increased competitiveness on globalizations, managers in many organizations are experiencing greater pressure from top management to improve recruitment, selection, training, and retention of good employees and in the long run would encourage employees to stay in organizations.

Job involvement describes an individual's ego involvement with work and indicates the extent to which an individual identifies psychologically with his /her job (Kanungo1982). Involvement in terms of internalizing values about the goodness or the importance of work made employees not to quit their jobs and these involvements are related to task characteristics. Workers who have a greater variety of tasks tend stay in the job. Task characteristics have been found to be potential determinants of turnover among employees (Couger1988) and (Garden 1989).

These include the five core job characteristics identified by Hackman and Oldham (1980): skill variety, which refers to the opportunity to utilize a variety of valued skills and talents on the job; task identity, or the extent to which a job requires completion of a whole and identifiable piece of work - that is, doing a job from beginning to end, with

visible results; task significance, which reflects the extent to which the job has a substantial impact on the lives or work of other people, whether within or outside the organization; job autonomy, or the extent to which the job provides freedom, independence, and discretion in scheduling work and determining procedures that the job provides; and job feedback, which refers to the extent to which the job provides information about the effectiveness of one's performance (Tor et al.1997). Involvement would influence job satisfaction and increase organizational commitment of the employees. Employees who are more involved in their jobs are more satisfied with their jobs and more committed to their organization (Blau and Boal1989); (Brooke and Price, 1989); (Brooke et al. 1988) and (Kanungo1982). Job involvement has also been found to be negatively related to turnover intentions (Blat and Boal 1989). Job satisfaction, career satisfaction, and organizational commitment reflect a positive attitude towards the organization, thus having a direct influence on employee turnover intentions. Job satisfaction, job involvement and organizational commitment are considered to be related but distinguishable attitudes (Brooke and Price 1989). Satisfaction represents an effective response to specific aspects of the job or career and denotes the pleasurable or positive emotional state resulting from an appraisal of one's job or career (Locke 1976) and (Williams and Hazer 1986). Organizational commitment is an effective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization. Job involvement represents the extent to which employees are absorbed in or preoccupied with their jobs and the extent to which an individual identifies with his/her job (Brooke et al. 1988).The degree of commitment and loyalty can be achieved if management they enrich the jobs, empower and compensate employees properly. Empowerment of employees could help to enhance the continuity of employees in organizations. Empowered employees where managers supervise more people than in a traditional hierarchy and delegate more decisions to their subordinates (Bhuan and Menguc 2002). Managers act like coaches and help employees solve problems. Employees, he concludes, have increased responsibility. Superiors empowering subordinates by delegating responsibilities to them leads to subordinates who are more

satisfied with their leaders and consider them to be fair and in turn to perform up to the superior's expectations (Keller and Dansereau 1995). All these makes employees to be committed to the organization and chances of quitting are minimal.

2.6 Empirical review

Many Authors did research on factors affecting employees' turnover intention. They used different mix of factors to examine effects on employees' turnover intention.

Among the researchers who studied on the causes of employees' turnover/ intention to quit their job include Roslan et al. (2014), Bonenberger et al. (2014), Taju et al. (2016), Tesfaye et al. (2016) and Ayele et al. (2015). These researchers investigated what determines employee turnover/ intention to leave by examining the possible antecedents.

A study carried out by Roslan et al. (2014) examined turnover intention and job satisfaction among healthcare employees of Ministry of Health (MOH) Malaysia. In their study, they considered some common factors that contribute directly and indirectly to the healthcare employees mind to take the actual decision regarding the job satisfaction and employees turnover, which were the changing socio-economic development of the country, escalating healthcare costs, rising patient expectations, changing demography and epidemiology, all have implications on the nations' public healthcare system; and consequently, its health workforce etc. Their findings showed that the above factors affected job satisfaction subsequently, in turn, it impacted turnover and intention to resign was high among medical specialists, pharmacists and dentists.

As Bonenberger et al. (2014) conducted research on the effects of motivation and job satisfaction on turnover intention and how motivation and satisfaction can be improved by district health managers in order to increase retention of worker in Ghana. A cross-sectional survey in three distinct of the Eastern Region in Ghana was adopted for the study. The finding indicate that effective human resource management practices at district level influence health workers motivation & job satisfaction, thereby reducing the

likelihood for turnover. The researcher concerned that it is worth strengthening HRM skill at district level and supporting district health managers to implement retention strategies.

Taju et al. (2016) assessed intention to leave and associated factors among health professionals in public health centers of Jimma Zone, southwest Ethiopia. A cross-sectional quantitative and qualitative study was conducted on seven randomly selected woredas (districts) which have 53 public health centers. Their findings showed that the overall intention to leave among health professionals was high. The researchers concluded that job satisfaction, working environment, work pressure and organizational management have statistically significant association with intention to leave among health workers in public health centers of Jimma Zone.

In Ethiopia a study conducted by Tesfaye et al. (2016) examined multiple factors that may influence turnover intention among health professionals in the Jimma University Specialized Hospital. The researchers used a descriptive study with respondents were drawn based on stratified sampling technique. Their findings showed that lack of satisfaction with the job, lack of organizational justice, workload, and pay and benefits in the hospital were influencing overall intention to leave among health professionals. The researchers concluded that health workers turnover intention was caused by pay dissatisfaction, workload, job dissatisfaction, and organizational injustice.

Another study carried out by Ayele et al. (2015) assessed the level of job satisfaction and associated factors among health care providers at public health institutions in Harari region, Eastern Ethiopia. The researchers used cross-sectional study conducted among 405 randomly selected health care providers in Harari regional state. Their findings showed that less than half of the respondents were satisfied with their current job. Organizational management system, salary and payment and working environment were among factors that affects level of job satisfaction.

2.7 Summary of Theoretical and Empirical Studies

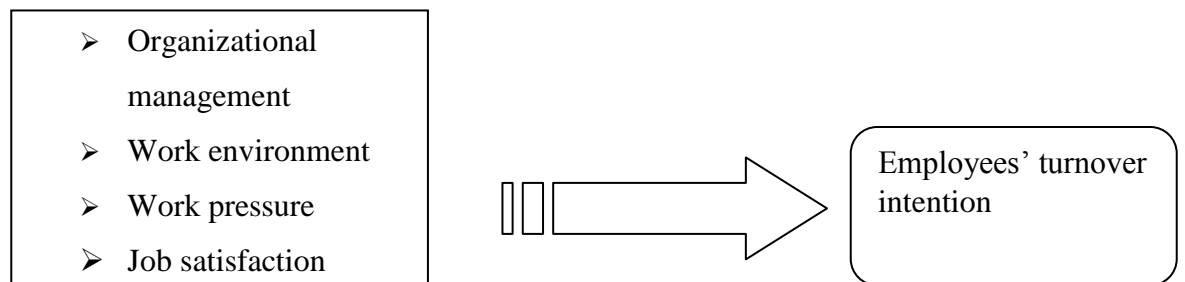
From the above reviewed literature, it can be learnt that the researchers employed different methods of approaches and analytical techniques and there was little consistency in their findings. Based on their findings, there were several reasons why people leave their employer. These ranges from job related factors to personal characteristics of the employees. Some variables are intrinsic, others are extrinsic or a combination of both which influence intention of employees' turnover that would be contrary to Herzberg's motivation-hygiene theory.

Among the factors that were considered by researchers are job satisfaction, pay (compensation), nature of work, supervision, promotion opportunity, working environment, job security, work-family balance, job analysis, organizational culture, job stress, career growth, social support, emotional intelligence and performance appraisal etc.

2.8 Conceptual frameworks

From the theoretical literature review the following conceptual frame work is developed for this study. This frame work is modified to fit the requirement of this study. It shows the relationship and impacts of the selected factors, as expressed by selected dimensions and employees' turnover intention.

Figure 1: Conceptual framework



Source: developed by the researcher

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Research design

To achieve the objective of the research, a descriptive type of research was employed to analyze the data collected. Descriptive research focus on discovering associations or relationships between or among selected variables and to answer questions based on the ongoing events of the present and examined the what, where, and when of a phenomenon (Polit and Hungler 1991). Therefore, this research has described the factors affecting the turnover intention of the hospital based on some selected variables.

3.2 Research approach

Basically, the study is used qualitative data that follows qualitative research approach. In addition to this, quantitative approach is used for analyzing the data using statistical tools like percentages, mean score and standard deviation. Therefore, the study is used mixed approach. Mixed approach incorporate both quantitative research for the collection of data so that information can be quantified and qualitative research approach for describing, explaining and interpreting collected data (Carrie, 2007). The reason for the research using mixed approach is to draw from strengths and minimize the weakness of the quantitative and qualitative research approach.

3.3 Study population

The study population from which the sample was drawn for the study consists of the different departments of health care professionals of Ethio-tebibe hospital who are working in permanent bases. The hospital under study is well experienced, and is selected because of their cooperation and convenience for data collection. The target population of the study was the total health professionals' staffs since they exhibit largest turnover intention as compared to other non-health professionals' staffs in the hospital. These staffs are different in type like Internist, anesthetists, general practitioners (GP), gynecologists, pediatrics, clinical nurses, nurse case manager (matron), health officers (HO) and pharmacists according to the data obtained from HRM document, 2017 of the hospital. The total employees of the hospital are around 492. Out of these 409 are health professionals. The units of analysis were set to be individual level that meant each health professionals.

3.4 Sampling Techniques and Determination of Sample Size

In Addis, there are many private hospitals. This study focused on Ethio-tebibe private hospital because it is well experienced and gives the service more than 20 years privately. In addition, it is selected because of their corporation and convenience for data collection.

Different types of health professionals are working in various hospital wards. Therefore, the study has used stratified random sampling to make sure health professionals in each subpopulation to be included to the study. The strata were formed based on type of profession. Then, simple random sampling was applied within each stratum.

To determine the sample size the study has used Yamane Taro formula.

The formula of Yamane Taro (2015) is adjustment for finite population and known population size to determine the sample size as it was used in more recent studies like (Adebola O, 2012).

Simplified formula for proportions i.e.

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

Where n= the sample size

N= the population size

e= the accepted sampling error (level of significance)

* at 95% confidence level is equal to 0.05

For this particular research

$$n = \frac{409}{1 + 409(.05 \times .05)}$$

n= 202

3.5 Data types and sources

Both qualitative and quantitative type of data collected from both primary and secondary sources.

3.5.1 Primary data sources

Important sources of primary data for this study were collected through; key informant interview and survey. Key informant interview is important to generate rich data from experts and management staff who directly or indirectly are working on the issue in the hospital.

3.5.2 Secondary data sources

Necessary documents were also reviewed to get required secondary data. Official reports, HR documents and employees feedback are important sources of secondary data reviewed.

3.6 Data collection instruments

Required data were collected from both primary and secondary sources, which complement each other. To gather primary data; key informant interview, and survey

questionnaire were used. Thus, interview of HR officials, key experts who are working directly or related job in concerned departments of the hospital was conducted. For collection of secondary data, necessary documents such as HRM reports, planning, and other important statistics data were reviewed.

3.7 Methods of data analysis

Once the data are collected using the questionnaires, coding and editing were conducted to eliminate some redundant responses and finally it was filled in to computer system i.e. Statistical Package for Social Sciences (SPSS), the software were quantitative data were analyzed. The data was summarized descriptively using tables. For qualitative data that was gathered through key informant interview and documents review was described data triangulation.

3.8 Ethical Considerations

The study was primarily focused on gathering primary and secondary data to analyze impacts of Intrinsic and extrinsic motivation towards organizational commitment. The study neither involves any experiment on human subjects nor conducted without the approval of the study participants. Above all, the issue is not sensitive and secret and the researcher did not ask the study participants to engage in to risks as a result of participating in this study. The respondents were given the right to refuse to take part in the study as well as to withdraw any time during the interview.

CHAPTER FOUR

ANALYSIS AND DISCUSSION

This chapter presents the results of the study based on the empirical analysis of the data collected from the research respondents and discussion of results with respect to previous research findings and literature. Here descriptive on the data analysis and procedures are presented.

One private hospital i.e. Ethio-tebibe General Hospital was visited and all of the staffs were co-operated. In all, 202 copies of questionnaires were administered to this hospital, but a total of 187 questionnaires were returned. The returned questionnaires are carefully checked, and those with excessive missing data were discarded. Thus 187 questionnaires were fully and appropriately filled as usable for further analysis. This represents an acceptable response rate of 96.9%. Therefore the whole 187 questionnaires retrieved were used in the analysis of this study.

4.1 Reliability Analysis

For further research, the data must be verified and the results are measured as reliability and valid by using reliability test (Cronbach's alphas). To provide the following rule of thumb for the Cronbach's $\alpha > 0.9$ excellent, > 0.8 good, > 0.7 acceptable, > 0.6 questionable, > 0.5 poor and < 0.5 unacceptable. On table 5 the composite reliability and the Cronbach's alpha of all variables are 0.873. this indicates that the responses of all the question items are stable and consistent.

Table 4.1 Reliability statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.955	.962	43

4.2 Demographic Profile of Respondents

In this section, the researcher reported the Demographic profile of the Respondents, showing the sample distributions in terms of gender, job type, level of education, years they have spent working in the hospital system generally and rank/level of job as per the Federal Minister Health (FMH).

The descriptive statistics is presented for each variable mentioned in the table below.

Table 4.2: Demographic description of respondents

Demography Factors	Category	Frequency	Percentile (%)
Gender	Male	112	59.9
	Female	75	40.1
	Total	187	100.0
Level of education	Diploma	63	33.7
	B.A/B.Sc.	103	55.1
	M.A/M.Sc.	6	3.2
	Specialist doctors	15	8
	Total	187	100.0
Years of experience	0-3	112	59.9
	4-7	47	25.1
	8-11	18	9.6
	11+	10	5.3
	Total	187	100.0
Job level	Internist doctor	16	8.6
	General practitioner	21	11.2
	Gynecologist	3	1.6
	Pediatric	4	2.1
	Pharmacist	24	12.8
	Anesthetic	4	2.1
	Clinical nurses	80	42.8
	Midwifery nurses	14	7.5
	Health officer	21	11.2
	Total	187	100.0

Source: researcher's calculation of field survey result (2017)

As the above table indicates, from the total sample of majority of respondents (59.9%) were found to be females whereas, males of respondents accounts 40.1% of the total respondents.

All the respondents were full time workers which accounts 100% of the total 187 respondents. This shows that most of the respondents are aware of their organizational climate since they spend most of their time in their hospital.

When it came to the educational background of the respondents, about 33.7% of respondents have diploma, whereas 55.1% of respondents have first degree, about 3.2% of respondents have masters and only 8% have specialty in doctor. This portrays the fact that higher turnover intention have been there by less specialized health professionals than the specialized one such that the more educated the health professional the less intent to leave there job

With regard to the education experience of the respondents, 59.9% of the respondents have three and less years' experience followed by 25.1% between four and seven years' experience and the rest had served the hospital above eight years. This portrayed the fact employees engaged with the hospital system and work environment had enough experience in the hospital sector and adequate attention given for their customer (in-patients) so as treat them well with their history and to get recognition by customers.

Finally, the above table presented that the job level of respondents as per the Federal Minister of Health title matrix (table of data). The table above depicts the breakdown of the sample according to job level or grade. The respondents for this study fall into nine categories of professions. As the table showed, 8.6% of respondents are internist doctors, 11.2% are general practitioners, 1.6% is gynecologist, 2.1% are pediatrics, 12.8% are pharmacists, 2.1% are anesthetics, 7.5% are midwifery nurses, 11.2% are health officers and 42.8% are clinical nurses. This shows that highest turnover intention had been there on nurse profession that might be because of low payment, work pressure, the working environment and the exposure to more hazardous environment that threaten their life.

Table 4.3: Organizational management that affects employees' turnover intention

No	Items	Responses	Frequency	Percentage
1	I am satisfied with supervisors in my hospital.	Strongly Disagree	76	40.6
		Disagree	0	0
		Neutral	74	39.6
		Agree	0	0
		Strongly Agree	37	19.8
		Total	187	100
2	The supervision is sensitive and supportive of the hospital work schedule.	Strongly Disagree	76	40.6
		Disagree	37	19.8
		Neutral	37	19.8
		Agree	0	0
		Strongly Agree	37	19.8
		Total	187	100
3	The supervision encourages junior health professionals' path and growth.	Strongly Disagree	38	20.3
		Disagree	38	20.3
		Neutral	37	19.8
		Agree	37	19.8
		Strongly Agree	37	19.8
		Total	187	100
4	My immediate manager provides feedback on employee's evaluation and performance.	Strongly Disagree	75	40.1
		Disagree	37	19.8
		Neutral	38	20.3
		Agree	0	0
		Strongly Agree	37	19.8
		Total	187	100
5	I would like our head of department to change his management style	Strongly Disagree	0	0
		Disagree	0	0
		Neutral	75	40.1
		Agree	37	19.8
		Strongly Agree	75	40.1
		Total	187	100
6	Management respects each employee's ability and knowledge of the job.	Strongly Disagree	0	0
		Disagree	38	20.3
		Neutral	38	20.3
		Agree	74	39.6
		Strongly Agree	37	19.8
		Total	187	100
7	Most of my co-employees would perform their duty sincerely even if supervisor	Strongly Disagree	0	0
		Disagree	38	20.3
		Neutral	0	0

	is not around	Agree	112	59.9
		Strongly Agree	37	19.8
		Total	187	100
8	I believe that our supervisors never act opportunistically or exploit us.	Strongly Disagree	0	0
		Disagree	0	0
		Neutral	113	60.4
		Agree	74	39.6
		Strongly Agree	0	0
		Total	187	100
9	I believe that our management follows policies and practices that serve combined interests of both employees and the organizations.	Strongly Disagree	0	0
		Disagree	76	40.6
		Neutral	0	0
		Agree	111	59.4
		Strongly Agree	0	0
		Total	187	100
10	Most of my co-employees would perform their duty sincerely even if the owner of the hospital is not around.	Strongly Disagree	0	0
		Disagree	0	0
		Neutral	38	20.3
		Agree	112	59.9
		Strongly Agree	37	19.8
		Total	187	100
11	Most of the supervisors in our organization encourage me to discuss our problems with them.	Strongly Disagree	0	0
		Disagree	0	0
		Neutral	37	19.8
		Agree	150	80.2
		Strongly Agree	0	0
		Total	187	100
12	I often asked by my supervisors to participate in decision making.	Strongly Disagree	0	0
		Disagree	38	20.3
		Neutral	38	20.3
		Agree	74	39.6
		Strongly Agree	37	19.8
		Total	187	100
13	I trust the management for keeping the promises made to me.	Strongly Disagree	38	20.3
		Disagree	0	0
		Neutral	38	20.3
		Agree	37	19.8
		Strongly Agree	74	39.6
		Total	187	100
14	Most of my co-employees would perform their duty sincerely even if health	Strongly Disagree	0	0
		Disagree	0	0
		Neutral	37	19.8

	bureau is not around.	Agree	113	60.4
		Strongly Agree	37	19.8
		Total	187	100

Source: SPSS Output

Table 4.2 No 1 shows that the majorities of the respondents strongly disagree and do not give response, 40.6% and 19.8% respectively with the statement of ‘I am satisfied with the supervisors in my hospital’. Similarly the majority of the respondents do not agree, do not give idea and strongly agree with 60.4%, 19.8% and 19.8% respectively with the statement saying ‘The supervision is sensitive and supportive of the hospital work schedule’. And also, greater numbers of respondents do not give idea and agree, 40.6% and 39.6% respectively with ‘The supervisors encourage junior health professionals’ path and growth’. Like the finding of Taju et al. (2016) intention to leave among health professionals was strongly associated with poor leadership skill managers, the finding of this study shows that lack of leadership skill of managers fastens the health professionals' turnover intention to leave the hospital. These studies were also consistent with the interview session result asked with ‘Are you happy with organizational administrative system in the hospital?’ in which the majority of the replants answered no and they said it contribute partially for their intention to leave.

The result depicted that most of the respondents of do not agreed and do not give responses of 40.1% and 20.35 respectively on that they did not get feedback on employees’ evaluation and performance by their immediate supervisors. Similarly, large numbers of the respondents disagree and do not give responses 59.9% and 40.1% respectively out of the total respondents in that their head of department to change the management style. These study results indicate that lack of the management style of the health professionals hinder their motivation and performance. The finding of this result were also consistent with the study of Clegg (2000), the management style of the health centers influences the health care role and services in Ghana.

Most of the responses of the respondents of 59.4% and 20.3%, do not give idea and do not agree respectively with their managers respects each employees’ ability and

knowledge of the job. Similarly, 60.4% of the respondents do not respond with believe that their supervisors never act opportunistically. But the finding of this study contradicts the result founded from the interviews session asked with how they are happy with the hospital administrative system.

The result convey that majority of the health professionals believes on their management follows policies and practices that serve combined interest of both employees and the hospital. In line with this, large numbers of respondents agree, do not give responses and do not agree 59.4%, 20.3% and 20.3% respectively in that they often asked by their supervisors to participate in decision making. Like the finding of Bonenberger et al. (2014), effective human resource management practice influence health worker motivation and job satisfaction thereby this study finding shows the hospital participate the employees on decision making. This finding contradicts the result founded by the interview session of asked with ‘do you think your managers are willing to take part their employees’ on different aspects of the hospital issues?’ in which greater number of the respondents answered their managers do not have such kind of experience.

Respondents asked with their co-employees would perform their duty sincerely even if the supervisors, the owner of the hospital and the health bureau officers are not found; majority of the respondents’ shows 59.7%, 79.7% and 80.2% of supporting the statement above respectively out of the total respondents. This finding shows that most of the health professionals do their work for the sake of satisfaction without considering other factors like different bodies such as supervisors that control their job.

Table 4.4: Work environment that affect employees' turnover intention.

No	Items	Responses	Frequency	Percent
1	I feel that my work place is a safe environment.	Strongly Disagree	38	20.3
		Disagree	75	40.1
		Neutral	37	19.8
		Agree	0	0
		Strongly Agree	37	19.8
		Total	187	100
2	Employees in my department develop supportive, positive working relationships	Strongly Disagree	37	19.8
		Disagree	112	59.9
		Neutral	0	0
		Agree	0	0
		Strongly Agree	37	19.8
		Total	187	100
3	A number of recreational activities and occasional celebrations are organized in order to let employees show their creativity and enjoy.	Strongly Disagree	0	0
		Disagree	38	20.3
		Neutral	38	20.3
		Agree	37	19.8
		Strongly Agree	74	39.6
		Total	187	100
4	I am motivated to work collectively towards achieving common goals.	Strongly Disagree	0	0
		Disagree	38	20.3
		Neutral	38	20.3
		Agree	74	39.6
		Strongly Agree	37	19.8
		Total	187	100
5	The organization does not ignore complaints from its employees.	Strongly Disagree	37	19.8
		Disagree	75	40.1
		Neutral	38	20.3
		Agree	0	0
		Strongly Agree	37	19.8
		Total	187	100
6	The organization duly supports its employees facing any problem.	Strongly Disagree	37	19.8
		Disagree	75	40.1
		Neutral	38	20.3
		Agree	0	0
		Strongly Agree	37	19.8
		Total	187	100
7	The organization cares for employees' general satisfaction at work.	Strongly Disagree	0	0
		Disagree	38	20.3
		Neutral	112	59.9

		Agree	37	19.8
		Strongly Agree	0	0
		Total	187	100
8	The senior colleagues create a challenging environment for me.	Strongly Disagree	0	0
		Disagree	0	0
		Neutral	38	20.3
		Agree	37	19.8
		Strongly Agree	112	59.9
		Total	187	100
9	The hospital provides the equipment and resources necessary for me to execute my responsibilities.	Strongly Disagree	74	39.6
		Disagree	75	40.1
		Neutral	38	20.3
		Agree		
		Strongly Agree		
		Total	187	100

Source: SPSS Output

Table 4.3 above No 1 portrayed the extent to which the respondents agreed to the statement saying ‘I feel that my work place is a safe environment’ out of the total respondents, 20.3% and 40.1% of them answered to the above statement. On the same hand, the majority, 79.7% of the respondents asserted that the existing employees working relationships were less supportive and also less developed in their hospital. The finding of this study implies that the existence of less supportive and undeveloped work relationship between employees with their respective departments makes them to feel their work place as less safe environment. This finding also consistent with the result found from the interview question of ‘Is there good work atmosphere in the hospital with regards to good team spirit?’ in which majority of them assured the presence of unfavorable work environment.

Another results in the above table depicted the degree to which respondents agree to the statement saying ‘A number of recreational activities and occasional celebrations are organized in order to let employees show their creativity and enjoy’. To this question, 59.4%, 20.3% and 20.3% of the respondents agreed, do not give idea and don not agreed respectively. With the same line the result found above, majority of the respondents aligned the under mentioned point of that the employees were motivated to work collectively towards achieving the common goals with 59.4% of support the idea and

20.3% of each do not give idea and do not agree respectively. This finding shows that the presence of recreational activities and occasional celebrations increases the motivation of the employees to work collectively to achieve a common goal. This finding is consistent with the study finding of Tesfaye et al. (2016) in the Jimma University Specialized Hospital; Ethiopia.

With respect to the statement saying ‘the organization does not ignore complaints from employees’ most of the health professionals responded do not agree and strongly agree of 40.1% and 19.8% respectively to the impact of such specific variable. With related to the above result, majority of the responses of the respondents do not agree with the organization duly supports its employees facing any problem. In consistent with the result gathered from the interview session of ‘whether there is support from the hospital or not’, this finding implies that ignorance of complaints from the employees by the hospital makes it to duly support its employees facing any problem.

Among all the variables statements posted to respondents under the organization cares for employees general satisfaction at work, this specific variable had the highest frequency of respondents with do not give idea i.e. 59.9% and 20.3% do not agree about the issue.

The issue of the statement saying ‘The senior colleagues create a challenging environment for me’ most of the respondents portrayed to agree with 79.9% and 20.3% of them do not give idea out of the total respondents. Similar to the result found above, respondents from the issue of the hospital provides the equipment and resources necessary for me to execute my responsibility criticized the under mentioned point with 40.1% and 39.6% do not agree and strongly agree out of the total respondents. This implies that less team spirit is there between the health professionals staffs and insufficient equipment and resources provided by the hospital that makes the them less motivated and then to thought to intent to leave. This finding is consistent with the finding of Taju et al. (2000) study in Ethiopia.

Table 4.4: Work pressures that affect employees' turnover intention.

No	Items	Responses	Frequency	Percent
1	I always finish my work on time	Strongly Disagree		
		Disagree		
		Neutral	38	20.3
		Agree	38	20.3
		Strongly Agree	111	59.4
		Total	187	100
2	I always feel too much responsibility for patient outcomes.	Strongly Disagree		
		Disagree		
		Neutral	38	20.3
		Agree	38	20.3
		Strongly Agree	111	59.4
		Total	187	100
3	I feel stress for complexity of disease treatment and uncertainty concerning treatment of patients.	Strongly Disagree	19	10.15
		Disagree		
		Neutral	38	20.3
		Agree	19	10.15
		Strongly Agree	111	59.4
		Total	187	100
4	I feel stress in case of propagation of diseases from patients.	Strongly Disagree		
		Disagree		
		Neutral	76	40.6
		Agree	37	19.8
		Strongly Agree	74	39.6
		Total	187	100
5	I feel restless with long working hours and the hospital shift schedule.	Strongly Disagree		
		Disagree	76	40.6
		Neutral		
		Agree	74	39.6
		Strongly Agree	38	19.8
		Total	187	100
6	I do not work under the threat of losing my jobs.	Strongly Disagree	75	40.1
		Disagree	38	20.3
		Neutral		
		Agree	37	19.8
		Strongly Agree	37	19.8
		Total	187	100

Source: SPSS Output

As the result above on table 4.4 No 1 indicates that 79.7% and 20.3% of the respondents were agreed and do not give idea on the statement 'I always finish my work on time' and respondents asked with 'I always feel too much responsibility for the patient outcome' gave the same percentage of responses. Like the finding of O'connor et al. (2000), in which health care inherently stressful profession with long working hour, difficult working conditions and dealing with difficult patients and numerous occupational health and safety hazards. This finding implies that finishing their work strictly on time and worrying too much responsibilities for the patients outcome makes the health professionals to be stressful which in turn directs them to intention to leave their job.

Among all the variables statement posted to respondents under the feeling of stress for complexity of diseases treatment and uncertainty concerning treatment of patients, this specific variable had the highest frequency of "agree" i.e.79.7%. Similar important issue on feeling stress in case of propagation of diseases from patients, majority of the respondents were agreed and do not give idea with 59.4% and 40.6% respectively. In consistent with the interview response that assured majority of the health professionals do have stress with regards to their work nature. This finding indicates that complexity of diseases treatment, uncertainty of treatment of patients and the probability of diseases propagation from patients increases the health professionals stress more so as to intent to leave their job and looking for another job.

With the issue of working hours and the hospitals' shift schedule, greater numbers of the respondents do not agree and agreed with 40.6% and 39.6% respectively. Contrary to the result found above, respondents criticized the under mentioned point of under the threat of losing their jobs' with 60.4% and 39.6% of do not agree and agree respectively. The finding of this result shows that long working hours and the shift schedule were adapted by the health professionals through time and most of them work under imminent danger of losing their job. This finding contradicts the result found from interview session of 'Are you comfortable with the hospital shift schedule? Are you working with fear of

losing the current job?’ in which more of the respondents answered no for the schedule and yes for fear of losing their job.

Table 4.5: Job satisfactions that affect employees’ turnover intention.

No	Items	Responses	Frequency	Percent
1	I find my work interesting	Strongly Disagree	37	19.8
		Disagree	0	0
		Neutral	0	0
		Agree	75	40.1
		Strongly Agree	75	40.1
		Total	187	100
2	I find my work challenging	Strongly Disagree	37	19.8
		Disagree	0	0
		Neutral	38	20.3
		Agree	112	59.9
		Strongly Agree	0	0
		Total	187	100
3	I feel positive about my future in the hospital	Strongly Disagree	74	39.6
		Disagree	75	40.1
		Neutral	38	20.3
		Agree	0	0
		Strongly Agree	0	0
		Total	187	100
4	I am being paid adequately for the work I do.	Strongly Disagree	38	20.3
		Disagree	74	39.6
		Neutral	75	40.1
		Agree	0	0
		Strongly Agree	0	0
		Total	187	100
5	Pay increments offered by the organization are satisfactory.	Strongly Disagree	75	40.1
		Disagree	38	20.3
		Neutral	0	0
		Agree	74	39.6
		Strongly Agree	0	0
		Total	187	100
6	The organization makes all payments in time	Strongly Disagree	0	0
		Disagree	0	0
		Neutral	38	20.3
		Agree	149	79.7
		Strongly Agree	0	0

		Total	187	100
7	The organization follows the policy of matching pay with performance	Strongly Disagree	111	59.4
		Disagree	38	20.3
		Neutral	0	0
		Agree	38	20.3
		Strongly Agree	0	0
		Total	187	100
8	The pay we receive is competitive compared to that of employees doing similar work in other.	Strongly Disagree	74	39.6
		Disagree	38	20.3
		Neutral	37	19.8
		Agree	38	20.3
		Strongly Agree	0	0
		Total	187	100
9	Adequate growth opportunities are available in the organization for those who perform well	Strongly Disagree	0	0
		Disagree	0	0
		Neutral	75	40.1
		Agree	38	20.3
		Strongly Agree	74	39.6
		Total	187	100
10	I am satisfied with the benefits that I received at the hospital.	Strongly Disagree	74	39.6
		Disagree	76	40.6
		Neutral	37	19.8
		Agree	0	0
		Strongly Agree	0	0
		Total	187	100
11	In general I am satisfied with this job.	Strongly Disagree	0	0
		Disagree	0	0
		Neutral	113	60.4
		Agree	0	0
		Strongly Agree	0	0
		Total	187	100

Source: SPSS Output

Result reported on the table 4.5 No1 shows that 80.2% of the respondents agreed on their work were interesting. Another important issue asked with ‘I find my work challenging’ greater numbers of the respondents agree and do not give idea with 59.9% and 20.3% respectively. This implies even though health professionals’ works were generally have challenges, their works are interesting for more of them which is related to happiness with helping a patients.

Respondents asked with 'I am being paid adequately for the work I do' majority of the respondents do not agree and do not give idea with 59.9% and 40.1% respectively. On the same hand, those asked with 'pay increments offered by the organization are satisfactory' shows that 60.4% and 39.6% of do not agree and agree respectively. Contrary to the result found above, majority of the respondents criticized the under mentioned point above with 79.7% of agree on they get their payments on time from their organization and 20.3% of the rest of the respondents do not give idea. This study result shows that even though the hospital made their payment on time they do have a problem of paying adequately and pay increments for their employees' for the work they do. These findings were also consistent with the interview session that is asked with 'Do have work satisfaction with regards to payment?' in which majority of them said no.

Majority of the study participants replies that they feel positive about their future in the hospital with 79.7 and 20.3% of agree and do not give idea respectively. And also, greater numbers of respondents replies that adequate growth opportunities are available for those who perform well in their hospital with 59.9% and 40.1% of agree and do not give idea respectively. The finding of this study shows that the hospital offers growth opportunities only for those who perform well and so this makes the employees to feel positive about their future in the hospital, which in turn fasten intention to leave for those who wants to change currently.

The issue of saying the organization follows the policy of matching pay with performance, majority of the response of the respondents were do not agree and do not give idea 79.4% and 20.3% respectively. Similarly, on the issue of the payment the employees receive is not competitive as compared to other similar private hospital, majority of the respondents do not agree and agree of 60% and 20.3% respectively. The finding of the study indicates that the hospital did not follow performance appraisal and also did not frequently update their salary revision with study this makes the hard worker employees to be dissatisfied and so directs them to intent to leave their hospital. This result finding is consistent with the finding of Ayele et al. (2015) in which they

mentioned salary and payment are among the major factor for health care provider job satisfaction.

Another important issue of satisfaction with the benefit that they receive at the hospital, greater number of the respondents does not agree and strongly agree with 40.3% and 39.6% respectively. As opposed to the result found above, 60.4% of the responses of the respondents do not give idea with the issue of how they generally satisfied with their respective job. This implies that employees satisfaction with respect to benefit is poor, that add up for their intent to leave which in turn increases employees' turnover in the hospital.

CHAPTER FIVE

SUMMERY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

The study was conducted to assess the factors affecting employees' turnover intention at Ethio-tebibe general hospital and the following summaries are drawn.

- It is found that lack of leadership skill by the managers fasten the health professionals turnover intention to leave the hospital.
- The result implies that the presence of poor management style and non-applicable of employees' performance evaluation by the hospital managers hinder the health professionals motivation and performance which leads the hard workers to leave their hospital.
- Moreover, large numbers of respondents responded that the hospital allows the employees to participate on decision making by following its own policies and practices.
- Almost all respondents do their work for sake of satisfaction without considering others factors affecting them.
- The findings indicate that the existence of less supportive and undeveloped work relationship between employees with their respective departments makes them to feel their work place less safe environment.
- Even though, majority of the respondents from the interview session replies that there is no motivation provided by the hospital greater number of respondents of the questionnaires responds that the presence of recreational activities and occasional celebrations increases the motivation of the employees to work collectively to achieve a common goals.
- The result shows that the ignorance of complaints from the employees by the hospital makes to duly support its employees facing any problem.

- Most of the health professionals responds the presence of poor team spirit between them and insufficient equipment and resource availability by the hospital makes them to be less motivated and then to thought to intent to leave their work place.
- The result implies that majority of the health professionals finish their work strictly on time and worrying too much responsibilities for patient outcome makes them to be stressful.
- Greater numbers of the responses of the respondents implies that complexity of disease treatment, uncertainty of treatment of patients and the probability of diseases propagation from the patients' increases the health professionals stress more.
- Even though the long working hours and the presence of shift schedule adapted by the majority of the health professionals, most of them work under imminent danger of losing their job.
- Although the health professionals works were generally have challenges, their works are equally interesting for more of them which are related to happiness with helping patients.
- The result indicates that even though the hospital made their payment on time, they do have a problem of paying adequate payment and pay increments for their employees' for the work they do.
- Moreover, large numbers of respondents replies that their hospital offers growth opportunities only for those who perform well and so this makes the employees to feel positive about their future in the hospital, which in turn fastens their intention to leave for those who want to change currently.
- According to majority of the respondents the finding indicates that the hospital did not follow performance appraisal and also did not frequently update the salary revision with study this makes the hard worker employees to be dissatisfied.
- Large numbers of respondents agreed upon that satisfaction with respect to benefits are poor, that add up for their intent to leave the hospital.

5.2 Conclusions

The major objective of the research was to examine the factors affecting employee turnover intention at Ethio-tebibe general hospital. Based on the data obtained from the analysis, the researcher has generalized the following points:

The study result revealed that lack of leadership skill, poor management style, non-existence of employees' path and growth internally and absence of performance appraisal implies that there is poor organizational management occupied by partiality that enhanced the employees' intention to leave Ethio-tebibe general hospital.

The other possible factor affecting intention to leave was the work environment. The finding also indicated that the health professionals were unhappy with the working environment which was characterized by unpleasant interaction with colleagues working in the same unit, a poor team spirit, unavailability of adequate equipment and resources by the hospital were contributing for the employees to leave their career. Furthermore, ignorance of support when employees get problem and less appreciation of good performance assured the existence of unfavorable work environment which contribute for the employees' intention to leave.

The result of this finding evidence out the health workers experience high work pressure with respect to worrying too much responsibility for patient's outcome, complexity of disease treatment and the probability of diseases propagation from patients partially contributed for intention to leave their current work place.

The finding of the study revealed that absence of adequate payment, insufficient incentives mechanisms, non-revision of employees' salary and work challenges implied the presence of job dissatisfaction which in turn significantly associated with the scores of intention to leave the health professionals.

In general, the study finding shows the overall intention to leave among health professionals was high and the major problems which contribute for this were identified as the presence of poor organizational management, unfavorable working environment, high work pressure and job dissatisfaction which in turn threatened the stability of employees' retention to stay and consequently hurdle for the hospital success in order to win the competition in the track.

Although, the private hospital is a service giving enterprise it is relied on human resource, the employees' turnover is high. Health professionals' turnover intention can even lead to negative consequences so it is very important for hospitals specially the private hospitals, to ensure employees are retained for a long tenure and to restrict the turnover intentions.

Hence, the fact that the hospitals retains its employee it gives them many advantages to deliver the services to their respective customers that is their patients and in fact it has benefits to customers too; as it gives them a sort of satisfaction and good service to use the hospital.

5.3 Recommendations

The following recommendations are made based on the finding of the research.

- So as to decrease the employee turnover of the health workers, the hospital administration should give emphasis on building an adequate HRM by developing a supportive supervision system that includes experienced and dedicated health workers as supervisors. As such measures are promising in terms of improving the poor organizational management practice, it is, therefore worth strengthening HRM skills at private hospital level and supporting private hospital owners and managers since, they typically undergone only the clinical training and had only limited exposure to the general management at the hospital and HRM, which in turn will make health workers more likely to remain at their current position.

- Concerning the work pressure, when health workers experience more work pressure, it could increase their intention to leave their current organization. The hospital should aggressively work on the concerns of decreasing work pressure by adjusting limited working hours and suitable work schedules; by recruiting well-experienced health professionals so as to help them decrease the burden of responsibility for patient outcomes and for the complexity of disease treatment and allowing them to work under the threat of not losing their jobs.
- So as to establish a good working environment, work on building good team spirit between the health professionals to get better output, adequately supplying the resources and equipment necessary for the work to do and maintaining solving problems for the employees so as to feel a safe work atmosphere.
- To bring job satisfaction in the hospital, responsible bodies should aggressively work on the concerns of identified issues like improvement of incentive mechanisms to increase motivation, manipulating performance appraisal systems to revise the employees' salaries, promoting employees in terms of training and education opportunities and transferring to health professionals for better performers.

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APPENDIX I

Research questionnaire

St Mary University

Master of Business Administration Programmers

Dear Respondent:

This questionnaire is designed to collect information for the master thesis on the topic "**Factors affecting employees turnover intention**" to fulfill the partial requirements of the Master of Business Administration (MBA) degree.

The purpose of this study is to investigate factors that affect employees' turnover intention. There is no "right" or "wrong" responses only the expression of your real thoughts and feelings is important.

Please respond to each question by indicating the extent to which you regard the statements. 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 responding to this questionnaire. The information you provide will be kept confidential. Hence it is not necessary to write your name. Please attempt all the questions.

Yours faithfully,

TsegaDendema

Part I

Instruction: a. Put sign "X" in the box against the answer that you think best suits.

b. For each question where alternative answers are not given please write your answer clearly in the blank space provide against each question.

Biographical information

1. Sex:

Female

Male

2. Job type

Full time

Part time

3. Level of education

- Diploma M.A/M.Sc.
 B.A/B.Sc. Specialized Doctor Other

4. Total years of experiences in the hospital.

- 0-3 8-11
 4-7 11 or above

5. What is your job level as per the federal minister of health titles matrix.

- Internist doctor Anesthetic
 General practitioners Clinical nurse
 Gynecologist Midwifery nurse
 Pediatrics Health officer
 Pharmacist

Part two

Rate the following statements by putting a tick mark "-" where, 1=Strongly Disagree (SD), 2= Disagree (D), 3=Neutral (N), 4= Agree (A), 5=strongly Agree (SA).

Statement on Factors affecting employees' turnover intention	SD	D	NS	A	SA
Organizational management					
1. I am satisfied with supervisors in my hospital.					
2. The supervision is sensitive and supportive of the hospital work schedule.					
3. The supervisors encourage junior health professionals' path and growth.					

4. My immediate manager provides feedback on employee's evaluation and performance.					
5. I would like our head of department to change his management style.					
6. Management respects each employee's ability and knowledge of the job.					
7. Most of my co-employees would perform their duty sincerely even if supervisor is not around.					
8. I believe that our supervisors never act opportunistically or exploit us.					
9. I believe that our management follows policies and practices that serve combined interests of both employees and the organizations.					
10. Most of my co-employees would perform their duty sincerely even if the owner of the hospital is not around.					
11. Most of the supervisors in our organization encourage me to discuss our problems with them.					
12. I often asked by my supervisors to participate in decision making.					
13. I trust the management for keeping the promises made to me.					
14. Most of my co-employees would perform their duty sincerely even if a health bureau officer is not around.					
Work environment					
1. I feel that my work place is a safe environment.					

2. Employees in my department develop supportive, positive working relationships.					
3. A number of recreational activities and occasional celebrations are organized in order to let employees show their creativity and enjoy.					
4. I am motivated to work collectively towards achieving common goals.					
5. The organization does not ignore complaints from its employees.					
6. The organization duly supports its employees facing any problem.					
7. The organization cares for employees' general satisfaction at work.					
8. The senior colleagues create a challenging environment for me.					
9. The hospital provides the equipment and resources necessary for me to execute my responsibilities.					
Work pressure					
1. I always finish my work on time					
2. I always feel too much responsibility for patient outcomes.					
3. I feel stress for complexity of disease treatment and uncertainty concerning treatment of patients.					
4. I feel stress in case of propagation of diseases from patients.					
5. I feel restless with long working hours and the					

hospital shift schedule.					
6. I do not work under the threat of losing my jobs.					
Job satisfaction					
1. I find my work interesting					
2. I find my work challenging					
3. I feel positive about my future in the hospital					
4. I am being paid adequately for the work we do.					
5. Pay increments offered by the organization are satisfactory.					
6. The organization makes all payments in time. xii					
7. The organization follows the policy of matching pay with performance.					
8. The pay we receive is competitive compared to that of employees doing similar work in other					
9. Adequate growth opportunities are available in the organization for those who perform well.					
10. I am satisfied with the benefits that I received at the hospital.					
11. In general I am satisfied with this job.					

Appendix b: Research interviews

Purpose: This interview is prepared for the employees' of Ethio-tebibe general hospital to investigate the turnover intention level of the employees. The result of this interview will be used to supplement the data going to gather from the questionnaire survey.

1. Are you happy with the organization administrative system?
2. Do you think our managers are willing to take part their employees' on different aspects of the hospital issues?
3. Is there good work atmosphere in the hospital?
4. Do you have too much work stress with regards to your specific work nature?
5. Are you comfortable with the hospital shift schedule? And work with fear of losing your job?
6. Do you have work satisfaction with respect to payment and in general the job itself?

DECLARATION

I, the undersigned, declare that this thesis entitled “Assessment on Factors affecting employees’ turnover intention: In Ehtio-tebibe general hospital, Addis Ababa, Ethiopia” Submitted by me to undertake a research in partial fulfillment of the requirements for the award of the Degree of Master of Business Administration (MBA) to the School of Graduate Studies, St. Marry University, is my original work, has not been presented for degree in any other university and that all sources of materials used for the thesis have been duly acknowledged.

NAME

SIGNATURE

ENDROESMENT

This is to certify that TsegaDendemaDebela carried out her research work on the topic entitled “Factors affecting employees’ turnover intention: In Ehtio-tebibe general hospital, Addis Ababa, Ethiopia”. The work is original in nature and is suitable for the submission for the award of Masters of Business Administration.

NAME

SIGNATURE