ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

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FACTORS AFFECTING EMPLOYEE TURNOVER INTENTION

IN CASE OF YOSEF TEKETEL CONSTRUCTION COMPANY

BY

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ADDIS ABEBA, ETHIOPIA

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ABSTRACTS

The purpose of this study is to identify factors contributing towards turnover intention in existing employees of YosefTektle Construction Company. The turnover intention can be measured in the aspect of personal factor, environment and economic factor, job performance, working environment, compensation/ salary of Employee and career growth. Primary data were collected through the use of questionnaire to the construction employees. The study was a descriptive research type and quantitative research approach was used in data collection and analysis. The sample size for the study was 195 respondents. All the data was gathered from the respondents were analyzed using Statistical Package for Social Science (SPSS).Descriptive analysis technique is used to identify the background of respondents in the aspect of age, gender, marital status, years of experience, and qualification. The result of the study shows that the employees have a good job performance even if the compensation and working environment affected negatively. There for the company has to take consideration on the compensation and on the working environment of the company.Which is maximizing the payment by giving other benefits to the employees and creating an effective action plan. On other hand the management of the company should apply a better facilities and place of work for the employees. This study has played an important role to identify variables or factors contributing towards employees' turnover intention in YosefTektle Construction Company and also identified few steps to reducethe problem of turnover intention and further wider studies must also be carried out comprising of other variables not included in this study to predict the effects of employees turnover intention in the construction company in the country.

Key words

Employee Turnover, Turnover intention, working environment, compensation, job performance,

CHAPTER ONE

INTRODUCTION

This chapter deals with the problem and its approach. Generally deals with the background of the study, statement of the problem, basic research questions, and objectives of the study, scope of the study and significance of the study.

1.1 Background of the study

Every organization and business desire to be successful and have wishes to become sustain in the market with profit. Today's rapid changes in the technology and business ideas organizations should rearrange about their strengths on major inputs. The major inputs that an organization uses to achieve its objectives is human resource. High labor turnover has become a problem for both governmental and non-governmental institutions. Well experienced and qualified professionals leave position they held in their offices (Alkahtani, 2015).

Employees are great assets for any business activity in this world. Especially in a construction sector it is impossible to meet company's objective without retaining employees. In this context, it is important to cite Andrew Carnegie, the famous industrialist of the 19th century, who mentioned: "Take away my factories, my plants; take away my railroads, my ships, my transportation, take away my money; strip me of all of these but leave me my key employees, and in two or three years, I will have them all again" (Alkahtani, 2015).

Benedict, et al., (2012) defined Labor turnover as the rate at which an employer gains and losses employees. Simple ways to describe it are "how long employees tend to stay in the organization". Employee turnover is defined as "the rate at which employees enter and leave a company in a given fiscal year." HR professionals and organization executives focus on turnover for three main reasons: - it has significant cost implications, it affects overall business performance and it has the potential to become difficult to control which result in a talent loss and hard to find quality candidates with the skill sets required to fill open positions (Tett& Meyer, 1993).

Turnover intention is a well-known subject to the organization in any business culture and industry. It is one of the most important topics that need due considerations at workplace and in any organization. Meyer et al. (1993) defined turnover intention as conscious willfulness to seek other alternative jobs opportunities in other organizations. No matter how big or small the 2 organization, turnover intentions among the employees exists and always be a main concern for organization to reduce or eliminate due to the existence of associated cost.

Recently the level of turnover in Ethiopian government as well as non-government organization increase because of different reason. Most organizations are facing a frequent turnover of staff, and as such the high turnover is costing them in terms of productivity, money and time.

Turnover is a critical human resource issue in all sectors of the economy. Turnover affects productivity, product and service quality, and profitability. The cost of replacing workers in any company is high, finding skilled employees can be difficult, and investment in training may not pay back as quick as desired, however the degree may vary almost in every organization in every industry faces the turnover problem, which is persistent and expensive (International Journal of construction engineering &mgt 2020, 9(1):20-32) .Turnover has proved to be a drain of profit of an organization; in the same way YosefTektle Construction Company is also exposed to turnover related problems.

Clearly, firms lose their main productive resources where there is labor turnover.In order to reduce turnover, managers should monitor both the extrinsic and intrinsic sources of job satisfaction available to employees. These activities could assist in maintaining and increasing job satisfaction and commitment to the organization (Mellor et al 2007).

The analysis of employees turnover is a vital role of the human resource department as the data may be used to forecast future recruitment requirements, assists an organization's retention strategy and succession plan as well as to set assertive mechanisms of turnover reduction to achieve the organizational goals. It also highlights areas of business that may require assistance in terms of people management problem issues and by measuring employee turnover on regular 4 bases an organization can immediately recognize a change in levels and implement strategies for dealing with this.

This study is aimed to identify the main causes of employee turnover & its effect on the performance of YosefTektle Construction Company. A number of studies on turnover have been conducted in Ethiopia on various business sectors so far.

1.2 Statement of the Problem

Employee turnover is a threat for many organizations because of its negative effects on operation and performance of organizations. For that reason labor turnover needs to be controlled effectively and efficiently. Most of the construction projects are difficult and complex to manage it. High employees' turnover rate may influence the construction companies' performances.YosefTektle Construction Company is faced with a high rate of staff turnover each year and this leads to poor employee performances which in turn has impact on organizational quality of project works and have high cost of recruitment and training of new employees.

The type of costs incurred may be divided into two: employee turnover creates both tangible and intangible costs. The tangible costs include recruitment, selection, and training, fine tuning time, possible product and service quality problems, and the costs of agency workers (Morrell, Loan-Clarke and Wilkinson 2004). The intangible costs, which may be even more significant than the tangibles, involve the effect of turnover on organizational culture, employee morale, social capital and organizational memory (Morrell and others, 2004).

In order to reduce turnover, managers should monitor both the extrinsic and intrinsic sources of job satisfaction available to employees. These activities could assist in maintaining and increasing job satisfaction and commitment to the organization (Mellor et al 2007).

Table 2.1 Rate of turnover

Fiscal Year	Number of joiners	Number of leavers	In percentage
2016	100	28	28%
2017	115	39	34%
2018	150	58	39%

Source: YosefTektleConstruction Company (2019)

The above table shows as employee's turnover rate in the company increases from year to year. So that this leads to maximize the cost of the company in related to recruitment process and the time of the company. This study tells us the main causes of employee turnover and its effect on the performance of the construction company.

Therefore, this study is motivated by these factors to find out the reasons for employee turnover and its effect on YosefTektle Construction Company performance.

1.3   Basic Research Questions

- ➢ What are the factors that lead to employee turnover at YosefTektle construction?
- ➢ What are the effects of employee turnover on the performance of the company?
- ➢ What are the effects of job performance, compensation and work environment?

1.4   Objectives of the Study
1.4.1   The general objective of the study

The overall general objective of this research is to examine the effect of employees' turnoverintention at YosefTektle Construction Company.

1.4.2   Specific Objectives of the Study

The key specific objectives of the this research are as follows

- ➢ To examine the careers growth on employees' turnover intention in theconstruction firm
- ➢ To find out the various variables affecting employee turnover in YosefTektleconstruction company

- ➢ To measure the impacts of major determinants on employee turnover intention in the construction firm

- ➢ To determine the job performance on employees' turnover intention in the construction firm

1.5 Research hypothesis

The hypothesis developed for this study is based on the following assumptions:

Hypothesis:1

H1:Working environment has a negative and significant effect on the turnover intention of employees'

H0:Working environment has no significant effect on the turnover intention of employees'

Hypothesis: 2

H1: Career growth has a negative and significant effect on the turnover intention of employees'

H0: Career growth has no significant effect on the turnover intention of employees'

Hypothesis: 3

H1: Job performance has a negative and significant effect on the turnover intention of employees'

H0: Job performance has no significant effect on the turnover intention of employees'

Hypothesis: 4

H1: Salary & compensation has a negative and significant effect on the turnover intention of employees'

H0: Salary & compensation has no significant effect on the turnover intention of employees'

1.6 Significance of the Study

Construction Company's success can be measured mainly through delivery of quality and on time projects to their clients. When labor turnover rate is high the company intended objectives and expected results may not be achieved. Therefore thesignificance of the study was to investigate the causes of employee turnover in YosefTektle Construction Company for the management to take appropriate measures.

In general, the findings and recommendations of the study will help the organization to understand the problems associated with the employee turnover and to take the necessary remedial actions.

Besides, it would be a useful reference for researchers and others interested in this topic, and can serve as a base for any further studies to be conducted in this area of study.

1.7 Scopeof the Study

Due to the time and resource limitations, the study was carried out YosfeTektel Construction Company located only 3 projects site in Addis Ababa & around A.A and head office in Addis Ababa Ethiopia. The study is a quantitative research type. With independent variable of Careers growth, Compensation/salary, Working environment and Job performance are the independent variables used in this study. And the only dependent variable is Employees' turnover intention. The participants of the study were construction engineer, office engineer, general foreman, project manager and office workers in different position working in the construction company.

1.8 Limitations

The participants in the study were limited to four projects and the head officeemployees who completed the questioner and the researcher have faced in the study was the pandemic of covid-19. This study is limited only to this particular construction company.

1.9 Definition of terms

For clarity and understanding throughout this study the following terms were defined.

Employee Turnover. This term is used to describe the ending of a relationship between an organization and a person who received monetary compensation from the organization.

Job-Related Turnover. This term is used to describe employee turnover for reasons that are within the direct control of the employer.

Non Job-related Turnover. This term is used to describe employee turnover due to things in the employee's personal life that impact the individual's performance in the workplace.

Organizational Fit. This term is used to describe how well an employee fits in to a particular work environment.

Turnover intention: Turnover intention is defined as "a conscious and deliberate willingness to leave the organization".

Source: Heneman and Judge (2009)

1.10 Organization of the thesis

The study contains five chapters. Chapter one contain background of the study, statement of the problem, basic research questions, objectives of the study, research hypothesis, significance of the study, scope and limitation of the study. The second chapter of the study focuses on literature review. The third Chapter deals with methodology of the study. Under the fourth chapter data analysis and interpretation of the study are discussed. The last chapter contains the Summary of findings, conclusion and Recommendations

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CHAPTER TWO

REVIEW OF RELATED LIRATURE

Introduction

In this chapter various published literatures are briefly reviewed regarding to employees' turnover intention. In general the theoretical, empirical and conceptual frame works of the study are presented here under.

2.1 Theoretical Literature

2.1.1 Definitions of Turnover

Employees' turnover is a much studied phenomenon Shaw et al. (1998).But there is no standard reason why people leave organization. Employee turnover is the rotation of workers around the labor market; between firms, jobs and occupations; and between the states of employment and unemployment Abassi et al. (2000). 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. Frequently, managers refer to turnover as the entire process associated with filling a vacancy: Each time a position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained. This replacement cycle is known as turnover Woods, (1995). This term is also often utilized in efforts to measure relationships of employees in an organization as they leave, regardless of reason. "

2.1.2 Influencing Factors of Employee Turnover intention

The topic employee's turnover is extensively studied with multiple perspectives and suggested a variety of factors are the causes of turnover of an employee in an organization. Some factors are demographics and some are biographic e.g. financial rewards, work environment, promotion, emotion of employee's self-accomplishment and self-recognition, over stress of employees etc

2.1.2.1 Job/Career related factors

Most researchers (Bluedorn, 1982; Kalliath and Beck, 2001; Kramer et al., 1995; Peters et al., 1981; Saks, 1996) have attempted to answer the question of what determines people's intention

to quit by investigating possible antecedents of employees' intentions to quit. To date, there has been little consistency in findings, which is partly due to the diversity of employed included by the researchers and the lack of consistency in their findings. Therefore, there are several reasons why people quit from one organization to another or why people leave organization. The experience of job related stress (job stress), the range factors that lead to job related stress (stressors), lack of commitment in the organization; and job dissatisfaction make employees to quit Firth et al. (2004).

This clearly indicates that these are individual decisions which make one to quit. They are other factors like personal agency refers to concepts such as a sense of powerlessness, locus of control and personal control. Locus control refers to the extent to which people believe that the external factors such as chance and powerful others are in control of the events which influence their lives Firth et al. (2004).

2.1.2.2Job performance

Organizational instability has been shown to have a high degree of high turnover. Indications are that employees are more likely to stay when there is a predictable work environment and vice versa (Zuber, 2001). In organizations where there was a high level of inefficiency there was also a high level of staff turnover (Alexander et al., 1994).

Therefore, in situations where organizations are not stable employees tend to quit and look for stable organizations because with stable organizations they would be able to predict their career advancement. The imposition of a quantitative approach to managing the employees led to disenchantment of staff and hence it leads to labor turnover. Therefore management should not use quantitative approach in managing its employees. Adopting a cost oriented approach to employment costs increases labor turnover Simon et al. (2007).

All these approaches should be avoided if managers want to minimize employee turnover an increase organizational competitiveness in this environment of globalization. Employees have a strong need to be informed. Organization with strong communication systems enjoyed lower turnover of staff (Labov, 1997). Employees feel comfortable to stay longer, in positions where they are involved in some level of the decision-making process. That is employees should fully understand about issues that affect their working atmosphere (Magner et al. (1996).

2.1.2.3 Work Environment

If working conditions are substandard or the workplace lacks important facilities such as proper lighting, furniture, restrooms and other health and safety provisions, employees will not be willing to put up with the inconvenience for long time. Organizational instability has been shown to have a high degree of high turnover. Indications are that employees are more likely to stay when there is a predictable work environment and vice versa. In organizations where there was a high level of inefficiency there was also a high level of staff turnover. For employer losing a single key worker the like hood of project success and investor confidence may significantly reduce. Main causes of turnover are salary, working environment and security of job. Turnover particularly arises from unhappiness from job place. In contrary employees are also pushed to leave their current job due to the dissatisfaction in their present workplace.

2.1.2.4Employees compensation

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

According to Belete AK (2018) Employees in different organizations seek to improve their level of income. Therefore, employees in an organization improve their pay level if they obtain a pay increment in their current organization or by joining other organizations which will provide good pay. With regard this stated that organizations pay level has a potentially important direct influence on voluntary turnover. In today's work environment where pay is one of a determinant factor, employees quits current job and accept the job with higher pay opportunity. Attractive remuneration packages are one of the very important factors of retention because it fulfills the financial and material desires. As stated the turnover of employees is mainly due to low salary. Pay level and rewards had negative and significant relationship with turnover intension.With respect to employee's compensation, there are two components. The first is the direct financial payments and the second one is the indirect payment (Dessler, 2000). Direct financial payments include wages, salaries, incentive, commissions and bonuses and these the employees on the basis of their performance or the time spent. Indirect payment involves holidays, personal leave, vacations, sick leaves, life insurance, retirement plan, education assistance etc.

According to palmer (2006), the employees of toady know about how much they are worth and also tend to walk away from the negotiating table if they feel that the pay which is being offered to them is not good enough. In order to determine which benefits will help in attraction and retention of employees, it will be necessary to think out of the box. Ryan (1992) has stated that number of things which are not normally associated with traditional benefits might feel important if we are able to ask the right questions.

2.1.3 Types of Turnover

Heneman and Judge (2009) have described four types of employee turnover under two categories. It can be seen that turnover is either voluntary being initiated by the employee, or involuntary, being initiated by the organization.

Involuntary Turnover

Involuntary turnover is split into discharge and downsizing types.

Discharge Turnover: Discharge turnover is aimed at the individual employee, due to discipline and/or job performance problems.

DownsizingTurnover: It occurs as part of an organizational restructuring or cost-reduction program to improve organizational effectiveness and increase shareholder value.

Voluntary Turnover: Voluntary turnover, in turn, is broken down into avoidable and unavoidable turnover.

Avoidable Turnover: Avoidable turnover is that which potentially could have been prevented by certain organizational actions, such as pay raise or new job assignment.

UnavoidableTurnover:A turnover that happens in unavoidable circumstances is called as unavoidable turnover. For instance, Employee's death or spouse's relocation

2.1.4 Measuring Turnover

Turnover rate definition: The term 'employee turnover rate' refers to the percentage of employees who leave an organization during a certain period of time. People usually include voluntary resignations, dismissals, non certifications and retirements in their turnover calculations. They normally don't include internal movements like promotions or transfers.This calculates the number of leavers in a given period as a percentage of the average number of

employees during the same period. S.Aberra (2007) Most organizations simply track their crude turnover rates on a month by month or year by year basis. The formula is simply:

Turnover Rate%= Employees separated X 100

Average number of employees

2.1.5 Consequences of turnover

High turnover rates can negatively affect a company and its employees in many ways. With the constant need to hire and train new employees, it is easy to veer from true mission and vision of the organization. By retaining employees, companies can provide a higher caliber workforce that positively affects the bottom line. Businesses can lower turnover rates by providing adequate training, rewarding employees for a job well done and creating a company culture of trust.

Turnover is expensive (Mobley, 1982). It affects organizational profitability because in measuring turnover three major costs are included. Separation cost, replacement cost and training cost. Johnson (1981) viewed turnover as problematic for the industries, affecting the quality of products and services and incurring considerable replacement and recruitment costs.

High turnover disrupts and destabilizes that culture of constant improvement: it starts to feel less safe to experiment in an unstable team environment, it becomes easier not to explore new ways of improving performance, and the missing connection to a collective vision undermines basic motivation. When teams are starved of the oxygen of a growth mindset and the momentum that comes from that, performance inevitably suffers (Cath Bishop, 2019)

2.1.6 Benefits of turnover

According to Meredith (2018), Employee turnover can sometimes be an indicator of moving towards success at an organization. When an organization fosters continual growth, there's a give and take. Some employees will meet the challenge that comes with high growth and continue to fit the culture while others hit setbacks, feel a disconnect from the strategy or want to grow in a different direction. In all those situations, it is better to exit the employee than force an employee to fit to a culture and vision they normally wouldn't.No matter how talented, an employee who doesn't believe in the business strategy, culture or mission will not be as successful as a more aligned employee will be. And without turnover, you are not making room to hire, retain and engage more A Players.

2.2 Empirical review

According to (Kevin, 2004) Organizations invest a lot on their employees in terms of induction and training, developing, maintaining and retaining them in their organization. Therefore, managers at all costs must minimize employee's turnover. Although, there is no standard framework for understanding the employees turnover process as whole, a wide range of factors have been found useful in interpreting employee turnover. Therefore, there is need to develop a fuller understanding of the employee turnover, more especially, the sources- what determines employee turnover, effects and strategies that managers can put in place minimize turnover. With globalization which is heightening competition, organizations must continue to develop tangible products and provide services which are based on strategies created by employees. These employees are extremely crucial to the organisation since their value to the organization is essentially intangible and not easily replicated Meaghan et al. (2002). Therefore, managers must recognize that employees as major contributors to the efficient achievement of the organization's success Abbasi et al. (2000). Managers should control employee turnover for the benefit of the organisation success. The literature on employee turnover is divided into three groupings: sources of employee turnover, effects of turnover and the strategies to minimize turnover.

When looking at the study made by Asmamaw (2011) at MOFED, management of the organization is not committed to provide everything that employees' need for work. The study shows that un attractive financial issues, poor management regarding performance based promotion un-satisfying terminal and pension benefits and problem of the management in providing clear path for employees to advance their career where highlighted as major factors affecting employees' turnover in the company. Given all the problems, employees stayed in the organization because they do not have other alternative job and they clearly identify a mismatch between the positions they hold and the skill and knowledge they have. Most employees of the organization have no sense of belongingness to the organization so interpersonal relationship is not healthy. Disciplinary measures of the organization are not properly laid-dawn. Supervision of employees has not arranged flexible working condition. As the Ex-employees gained nothing while they were in MOFED and most ex-employees believe in conducive working environment of the organization. Thus most Ex-employees left the organization because of low salary scale and other benefit packages.

2.3 Conceptual frame work of employee Turnover

The conceptual frameworks for the study has taken turnover intention as dependent variable and, Career/job, Working environment, job performance and compensation(salary) as an independent variable which if not managed and implemented properly leads to turnover.

The above mentioned independent variables negatively impact turnover, the dependent variable.

Figure 2.1: Conceptual Framework of the study
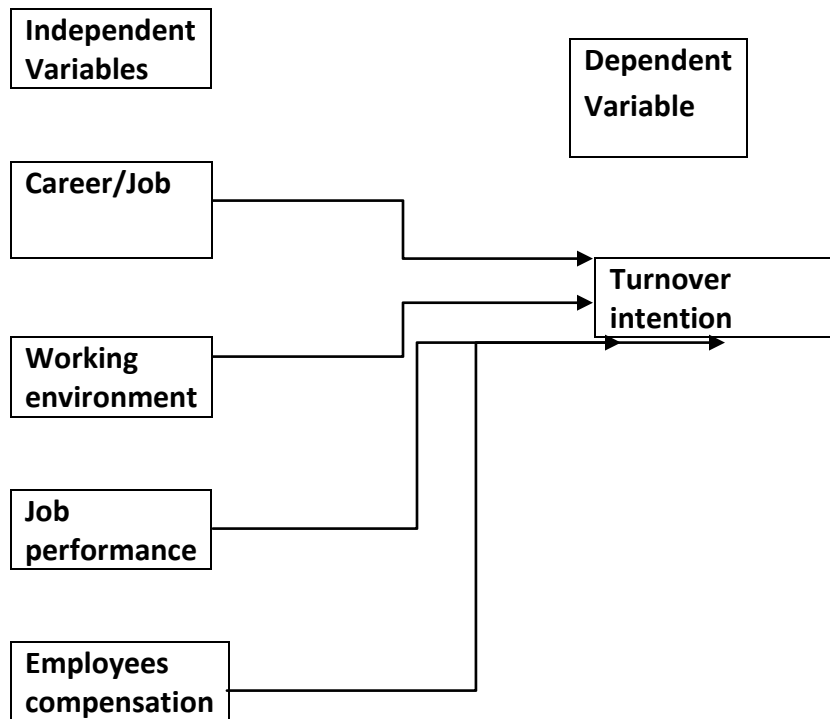
Source: Heneman and Judge (2009)

CHAPTER THREE

RESEARCH DESIGN AND METHODS

Introduction

Research methodology is the techniques or procedures which are used to identify, select, process and analyses the data regarding to a specific research topic (Creswell, 2014). In order to allow readers to critically evaluate a researches overall reliability and validity, the methodology section is a basic part of a research paper (Clandinin, 2007). Tashakkori and Teddlie (2010). Suggests that the methodology section must contain the type of the study, how it's collected and analyzed and any materials or tools used in the study and the researchers rational for selecting the methods.

This chapter covers the research approach and methodology used in the present study. It describes the research methods applied in this study, the survey questionnaire through which data was collected, and the administration thereof.The final section of this chapter describes the data analysis methods used in this study.As mentioned in chapter one, the aim of this research is to investigate the factors that contribute to voluntary turnover at a selected construction company in Addis Ababa.

3.1 Research Design

Saunders et al. (2009), defines research design as the general plan of how the research questions would be answered. He further noted that, it is the conceptual structure within which research is conducted, and also it constitutes a blue print for the collection, measurement and analysis of data.In descriptive studies, information is collected for the purpose of describing a specific group with nointention of going beyond that group.

In general, three types of research designs are often used by researchers. These are Exploratory, Descriptive and Causal studies. This study is a causal research type which is mainly concerned the cause and effect relationships among the variables. The reason for choosing this type is, such types of studies are related to higher levels of internal validity. From dependent and independent variables analyzing activity takes place. Explanatory research design carried out to investigate in a timely manner a phenomenon that had not been studied before, or had not been studied before,

or had not been well explained previously. Its intention is to provide details where a small amount of information exists. Its goal is to find the way and what for an object of study. Its have own characteristics for example its allows for increased understanding about a specific topic,its uses secondary research as a source of information and explanatory research allows them to replicate studies to give them greater depth and gain new insights.

3.2 Research Approach

There are three main approaches of research design available in social science this are: qualitative, quantitative and mixed methods. Therefore, to answer research questions effectively, the mixture of qualitative and quantitative method has been used while more concentrations were on qualitative ones. This study used in depth quantitative approach in order to be able to clarify the dynamics between employees and the company in the studied contexts. According to Maxwell, (2005), quantitative approach offers the researcher the opportunity to carefully communicate and gather the experience of therespondentsusing questionnaire. Quantitative research is a systematic investigation of phenomena by gathering quantifiable data and performing statistical, mathematical or computational techniques. Its collects information from existing.Employees using sampling methods and sending out questionnaires the results of which can be depicted in the form of numerical. There are two methods to conduct quantitative research primary quantitative research methods and secondary quantitative research methods. The research approach in this study is based on secondary data collected from reports of the company and other relevant sources. In addition primary data are collected by using questionnaires.

3.3 Research methods

Are the strategies utilized in the collection of data for analysis to a better understanding of the subject matter. This study used a five point liker scale questionnaire which is strongly agreed, agreed, neutral, disagreed and strongly disagreed. Secondary data was collected from various documents like reports, local and international newspaper related with issues of turnover, Researchreports,booksandjournalarticles.

3.3.1 Population and Sampling technique

YosefTektle Construction Company is a grade1 construction in Ethiopia. The population size is 390 (the total number of employees working in the company) in Addis Ababa and projects. Those respondents for this research will involve all different gender and age. In this study probability sampling design was employed and respondents were selected using systematic sampling technique. In order to determine the appropriate sample size, Taro Yamane's (1967) simplified formula was used by the researcher, which is appropriate for small size population.

n= N/ [1+N (e) 2]

n= 390/ [1+390(0.05)2]

n= 195

Where,

n= Sample Size

N= Total Population Size in the production line and,

e= the standard error with 95% confidence level

So from the above formula for a size of total population in the company390; sample size 195. The sample consists of construction & office engineer, project manager, general foreman and admin staff which were selected to fill questionnaires.

3.3.2 Data collection

In order to collect data which is relevant to the study both primary and secondary sources of data were used by the researcher while doing this study. Primary data are being gathered to tackle a particular research objective. Those kinds of data can be collected using methods such as survey, questionnaires, interviews and direct observations. Primary data are reliable ways to collect data because the researcher knows the exact sources of data and how it has been gathered and analyzed since it is being collected by the researchers him selves. Primary sources necessitate the

researcher to interact with the source and extract information form it (Sachdeva, 2009). While the secondary data sources are be collected from company reports and internet. The techniques which were used by the researcher in order to collect data both primary and secondary. The primary sources of data use questionnaires and observation and the secondary sources of data include organizational records and websites.

3.3.3 Method of data analysis

After all the data was collected from the sample employees using questionnaires it was coded and entered into SPSS (Statistical package for social science) version 23 and the appropriate analysis of the data was done using descriptive and statistical measures.

The researcher organized the respondents' profiles in the areas of their sex, age, educational status, work experiences and their position/responsibilities. The respondent's profile was tabulated in the form of mean and percentages.

The Pearson Correlation and Multiple Regression Analysis have been conducted to identify the factors affecting employees' turnover intention and determine the relationship between factors and employees' turnover intention in construction companies. Causal analysis has been conducted to summarized and describe the data collected by measure the mean and standard deviation to make the results of the research easier to understand.

Lastly based on the statistical results obtained a mathematical equation was developed using the dependent variable (Turnover intentions) and independent variables (working environment, career growth, job performance and compensation/salary) of the study.

3.3.4 Validity of the instrument

According to Bryman& Bell (2011), all the structured questions will be designed in the way to be sincere andclear for respondents and an introduction of the interviewer and the topic of the study were to start with.Taherdoost (2016) Validity describes how well the data collected covers the actualarea of the study. Fundamentally it means "measure what is intended to be measured".The questioners used in this study are adapted from past literatures related to the topicwith some adjustments. Before distributing the questionnaires to the respondents a pilot

survey was applied on 5 respondents and the researcher has made some modifications on the itemsbased on the respondent's feedback.

3.3.5 Reliability of the instrument

According to Collis & Hussey, (2009) reliability refers to the absence of differences in the results if the research were repeated. To determine whether the approaches the researcher applied is consistent or not, the research has been supported by using reliable sources of information, namely a large number of academic journals, articles, books, related websites, and work papers and studies related to the area. Alpha coefficient is the widely used measure for internal consistency (Taherdoost, 2016). Oluwatayo, (2012) Proposes that it's a fair reliability for coefficient alpha between 0.6 and 0.7 , good reliability between 0.7 and0.8, and a Very good reliability between 0.8 and 0.95. The reliability of the construct items under each variable was evaluated using Cronbach's coefficient alpha.

3.4 Ethical Considerations

In doing this study the participant were asked for verbal consent before being asked for any information. Objective of the study were explained for every participant and they were asked to give information only after they gave their consent. And privacy issues such as not mentioning the name of the participant and providing all the necessary information's to participants regarding to the study area.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

Introduction

This chapter deals with data presentation, analysis and interpretations of the analyzed data. It includes two major analysis parts. The first part of this chapter present demographic characteristic of the respondents and the second part present the results and its interpretation of findings.

4.1 Research Response Rate

The first step for collecting data was asking the management of the construction company and after getting permission from the company the researcher has distributed 195 questionnaires to the employees with the help of the management team. For employees who got any difficulties on the questionnaires like language the researcher has explained and answered to them. All returned incomplete questionnaires were considered as errors and removed from the survey data and from 195 questionnaires 170 were completely filled and returned which is 87.18% response rate. Statistical package for social sciences (SPSS) version 23 was used in analyzing the statistical data.

4.2 Demographic characteristics of respondents

The demographic characteristics part of the questionnaire includes the personal futures like Age, Gender, Educational qualifications, working experience and marital status. The details are as follows;

Table 4.1 Characteristic of the respondents

No.	Item	Measurement	Frequency	Percentage (%)	Valid percent
1	Age	20-27	35	20.59	20.59
		28-35	45	26.47	26.47
		36-45	60	35.30	35.30
		46-55	20	11.76	11.76
		Above 55	10	5.90	5.90
		Total	**170**	**100**	**100**
2	Gender	Female	50	29.41	29.41
		Male	120	70.59	70.59
		Total	**170**	**100**	**100**
3	Marital status	Married	90	52.94	52.94
		Single	50	29.41	29.41
		Separate	15	8.82	8.82
		Divorced	15	8.82	8.82
		Total	**170**	**100**	**100**
4	Educational qualification	Certificate	20	11.76	11.76
		Diploma	40	23.52	23.52
		Degree	100	58.82	58.82
		Masters degree	10	5.90	5.90
		Total	**170**	**100**	**100**
5	Working Experience	Less than 1 year	10	5.90	5.90
		1-2 years	90	52.94	52.94
		3-5 years	60	35.29	35.29
		6 years & above	10	5.90	5.90
		Total	**170**	**100**	**100**

Source: Data survey SPSS output, 2021

Item-1 shows age and out of 170 respondents 26.47% fall under the age 28-35 followed by 20.59% within the age group of 20-27 with a percentage of 35.30% the age is 36-45 , then 11.76% within the age group of 46-55, 5.90% above the age of 55. From this one can conclude that majority of the company's employees are within the younger age group this could be taken as an advantage of the company if managed well.

Item-2 shows gender arrangement and 70.59% of sampled employees are male and 29.41% are female. From this, it's possible to conclude that the company work conditions matters the gender arrangement and male employees play a highest role in the construction company.

Item-3 of the table points out the marital status of the respondents. Accordingly, 29.41% of the respondents are single and 52.94% are married.

Item-4 of the table is about the educational qualification of the respondent's .Based on the data, majority of the respondents, which is 58.82% are first degree holders followed by 23.52% diploma and 11.76% are certificate .There are 5.90 master's degree holders. This implies that majority of the employees working in the construction company have finished their higher level of education. So that it is easier for the respondents to understand the issue and its helps the researcher to get a relevant data to the study.Based on the data, it could be inferred that majority of the company's labor force are educated.

Item-5 of the table is concerning the service year of the respondents in the organization. The table shows that 52.94% of the respondents have been working in the organization for 2 years, 35.29% respondents for 3-5 years, 5.90% respondents for 6 years and above. This indicates that majority of the employees included in this study doesn't have longer year of experience in the construction. However due to the easier preparation of the questioner the respondents are not getting problem in answering it.

4.3 Descriptive Analysis

In this section the data obtained on employee turnover are from the organization report and data collection through questionnaires from professional employees currently working at YOSEF TEKTLE CONSTRUCTION COMPANY and are analyzed, presented and interpreted by using, mean, percentage, count and standard deviation. The responses from every respondent for each determinant are scored on a five points scale i.e. strongly agree, agree, Neutral, disagree and strongly disagree. Madala et.al., (2014) argued that for a 5 point liker scale questionnaires a mean score value above 3.75 is considered as high, between 3.35 and 3.75 is considered as moderate and below 3.35 is considered as lower. Therefore analysis of the collected data is described below

4.3.1 Job/Career

Table 4.2 Employee response on Job related

Description	SA		A		N		D		SD		mean	St.dev
	Fq	%	Fq	%	Fq	%	Fq	%	Fq	%		
I feel spouse relocation affects the employee turnover	70	41.17	40	23.52	40	23.52	15	8.82	5	2.94	3.84	0.4
I'mexperienmassivework load in my company	50	29.41	70	41.17	40	23.52	8	4.70	2	1.17	3.92	0.5
I'm not in the level of job secure	30	17.64	80	47.05	40	23.52	20	11.76	-	-	3.91	0.7
I have too much site and office work load	20	11.76	100	58.82	40	23.52	7	4.11	3	1.76	3.84	0.4
Is inflexible working hours and work life imbalance having direct effect on turnover decision	-	-	95	55.88	45	26.47	25	14.70	5	2.94	3.73	0.5
I'm unable to follow organization job timing, roles and regulation	-	-	50	29.41	90	52.94	20	11.76	10	5.88	3.8	0.6
Lack of necessary equipment and tools to facilitate my job	5	2.94	20	11.76	80	47.05	40	23.52	25	14.70	3.93	0.7

Source: DatasurveySPSS output, 2021

As shown in the above table 4.2 majority of the respondent (80.16%) agreed that they affected by their job related issues. When the job related issues affect the employees and them goes to leave there jobs. While 15% of the respondents neither agrees nor disagrees and the remaining respondent 4.86% disagreed. The average mean score of the respondents for job/career is 3.85 which is high result.This shows that employees of the construction company affected by their job/career.

4.3.2 Working environment

Table 4.3 Employee response on work environment

Description	SA		A		N		D		SD		mean	St.dev
	Fq	%	Fq	%	Fq	%	Fq	%	Fq	%		
There is a good working relationship among employees	-	-	40	23.52	100	58.82	30	17.64	-	-	3.03	1.07
All employees are treated equally	-	-	20	11.76	95	55.88	40	23.52	15	8.82	2.92	1.16
I am working in favorable work conditions	-	-	15	8.82	70	41.17	60	35.29	25	14.70	2.98	1.09
How employee recognition dose helps in employee retention	10	5.88	30	17.64	90	52.94	35	20.58	5	2.94	3.0	1.05
The working environment enables me to develop my skills in my job	15	8.82	35	20.58	100	58.82	20	11.76	-	-	3.09	1.07

Source: Data survey SPSS output, 2021

According to the above table 4.3 indicate the working environment considered as uncomfortable (the physical surrounding are not suitable). The average mean of the respondent is 3.00 which is low result. The construction companies have a problem in working environment. Therefore from the responses it can be concluded that the construction company hasn't a good working environment.

4.3.3 Job performance

Table 4.4 Employee response on job performance

Description	SA		A		N		D		SD		mean	St.dev
	Fq	%	Fq	%	Fq	%	Fq	%	Fq	%		
I am well trained in my job	30	17.64	70	41.17	45	26.47	20	11.76	5	2.94	2.9	1.11
I have a good communication skill with my colleagues and boss	30	17.64	90	52.94	40	23.52	10	5.88	-	-	3.41	0.82
I'm freely present organization and interference of boos in my activities	20	11.76	50	29.41	75	44.11	25	11.70	-	-	3.38	0.75
I get a satisfied recognition regarding to my performance	-	-	70	41.17	60	35.29	30	17.64	10	5.88	3.42	0.58
I am willing to accept my faults	30	17.64	90	52.94	40	23.52	10	5.88	-	-	3.9	0.71

Source: Data survey SPSS output,2021

The above table 4.4 shows the respondents 60% agreed that they are well trained in their job, and satisfied by the recognition in related to performance, have a good communication skill with their boss, they make some errors in the time of work and they willing to accept their mistakes. The averages mean score of 3.4 for the employee's job performance which indicate moderate mean result or score.

4.3.4 Compensation/Salary

Table 4.5 Employee response on salary related

Description	SA		A		N		D		SD		mean	St.dev
	Fq	%	Fq	%	Fq	%	Fq	%	Fq	%		
I feel, I am fairly compensated for the work I do or perform	-	-	30	17.64	40	23.52	80	47.05	20	11.76	3.83	0.7
I'm get salary on time/at the end of the month constantly	-	-	10	5.88	45	26.47	100	58.82	15	8.82	3.9	0.4
The financial rewards provided by the company motivates me the most	-	-	20	11.76	60	35.29	70	41.17	20	11.76	3.75	0.5
I'm satisfied b/c my compensation related to my educational and work experience	-	-	10	5.88	50	29.41	100	58.82	10	5.88	3.93	0.6
Over all, I am happy with organizational benefit and compensation	-	-	15	8.82	55	32.35	80	47.05	20	11.76	3.84	0.4

Source: Data survey SPSS output, 2021

The responses presented in the table 4.5 above indicated that the majority 80% of employees are not satisfied by the payment of the company, 18% of the respondent neither agree nor disagree and the remaining 2% have agreed by the compensation. The mean score of the respondents for compensation is 3.85 which indict high score. This dissatisfaction may grow and leads to went from the company and goes to the other one. The turnover of employees may become increase and these conditions destruction the company.

4.3.5 Employees turnover

Table 4.6 Employee response on turnover intention

Description	SA		A		N		D		SD		mean	St.dev
	Fq	%	Fq	%	Fq	%	Fq	%	Fq	%		
I think high turnover costs heaps of money	30	17.64	70	41.17	40	23.52	25	14.70	5	2.94	3.53	0.6
The company working to reduce the turnover	-	-	30	17.64	100	58.82	40	23.52	-	-	3.5	0.7
The company I am currently working is not focus on the expectation of the employees	-	-	80	47.05	60	35.29	25	14.70	5	2.94	3.3	0.7

Source: Data survey SPSS output, 2021

According to the above table 4.6 majority of respondents 76% agreed,23% neither agreenor disagree and 1% disagree. This show the companies not focused on the expectations of the employees and have high turnover costs. Average mean for employees turnover is 3.4 the score is high.

4.4 Reliability test

In this section the reliability test is done for the whole sample (on 170 respondents). The reliability of the items under each variable was evaluated using cronbach's coefficient alpha. The overall reliability for the 25 items was 0.709 and it is presented in the table 4.7 below.

Table 4.7: Reliability test

Variable	Number of items	Cronbach's Alpha
Job/Career	7	.710
Working environment	5	.783
Job performance	5	.833
Compensation	5	.789
Employees turnover	3	.699

Source: Data survey SPSS output, 2021

4.5 Inferential statistics
4.5.1 Correlation analysis

According to Paulo (2019) Correlation analysis is a statistical technique which is used to measure the strength of association between two quantitative variables. The Pearson product moment correlation coefficient which is denoted by r shows the extent of the relationship between two variables. The symbol of correlation coefficient, r, can be within the range of -1 and 1. The variable can be either negatively or positively correlated.

Negative correlation shows a negative association between two variables while a positive correlation shows a direct positive association between the variables. The association between two variables will be very strong if the correlation coefficient (r) is 0.7 and above, substantial if it's between 0.5 and 0.69, moderate if it's between 0.3 and 0.49 , low if it's between 0.1 and 0.29, and Negligible if it's between 0.01 and 0.09 (Pandey, 2017).

This section presented the degree of relationship between the dependent (turnover intention) and independent variables (working environment, job performance, compensation and career/job relate).

Table 4.8 Correlation of variables

Correlations		Compensation	Job/Career	Working environment	Job performance	Employees turnover
Compensation	Pearson Correlation	1	.231**	.239**	-.150**	-.375**
	Sig(2-tailed)	-	.000	.000	.006	.000
	N	170	170	170	170	170
Job/Career	Pearson Correlation	.230**	.399**	1	-.290**	-.280**
	Sig(2-tailed)	.000	.000		.004	.003
	N	170	170	170	170	170
Working environment	Pearson Correlation	.236**	.402**	1	-.255**	-.217**
	Sig(2-tailed)	.000	.000		.001	.000
	N	170	170	170	170	170
Job performance	Pearson Correlation	-.150**	-.297**	-.250**	1	.183**
	Sig(2-tailed)	.006	.005	.002		.001
	N	170	170	170	170	170
Employees turnover	Pearson Correlation	-.368**	-.204**	-.230**	.170**	.1
	Sig(2-tailed)	.000	.002	.000	.001	
	N	170	170	170	170	170
**.Correlation is significant at the 0.01 level						

Source: Data survey SPSS output,2021

The result of the correlation presented in the above table 4.7 indicated that compensation in the construction company is negatively correlated with employees turnover intention at r=-.375 and p<0.01. The job/career is negatively correlated with the turnover of employees at r=-.280 and p<0.01 and working environment also negatively correlated with employee turnover at r=-.217 and p<0.01with the lower associate result. This indicates when the independent variable increases the dependent variable become decrease. The job performance of the construction company is positively correlated with the employees turnover and the association is lower and

significant at r=.183 and p<0.01. The positive association between the variable indicates that when the job performance is good the turnover manageable by the company.

Therefore, from the results of the correlation analysis between the independent and dependent variables it can be concluded that any change in the independent variables, for example in compensation, working environment and job/career will have a negative effect on the employees turnover while improvement in the job performance will have a positive effect on the employees turnover(dependent variable).

4.5.2 Multiple linear regression analysis

According to M.Bremer (2014) Regression analysis is a statistical technique for estimation the relationship among variables which have reason and result relation. Main focus of univariate regression is analyses the relationship between a dependent variable and independent variable and formulates the linear relation equation between dependent and independent variable. In this study the independent variable are job/career, working environment, job performance and compensation and the dependent variable is employee's turnover.

4.5.2.1 Assumptions of multiple linear regression analysis

The studies of Williams et.al. (2014) suggests that its necessary to test the four assumptions of multiple regression before running the model. The assumptions are the residuals must be normally distributed; there must be a linear relationship between the dependent variable and independents variables. The four assumptions of the multiple regression model are discussed below.

A. Linearity assumption test

Multiple Regressions is that the relationship between the independent variables and dependent variable must be linear. The linear relationship between the independent variables and outcome variable can be checked by using the scatter plots. The Figure 4.1 below shows the scatter plots of the independent variables (job/career, working environment, job performance, and compensation) and dependent variable (employees turnover) indicating that the relationship can be displayed by a straight line signifying that the association among these variables is linear.

Figure 4.1 Linearity Test

Normal P.P Plot of regression standardized residual
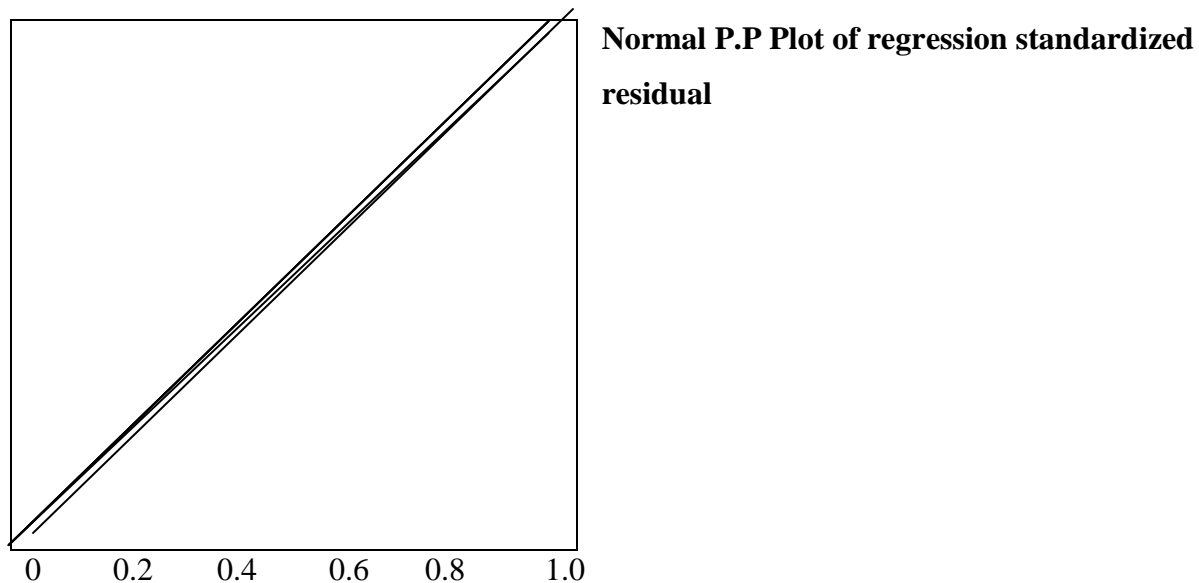
B. Normality assumption test

According to Williams et.al., (2014) residuals are the difference between the observed value of the outcome variable and the independent variable and this residuals of the regression model must be normally distributed.

C. Homoscedasticity assumption test

According to Pandey (2017) the assumption of homoscedasticity refers to the variance of the errors is constant across the values of the explanatory variables. If the errors don't have a constant variance, it's called heteroscedastic. The scatter plot is commonly used to check homoscedasticity. The studies of Williams et.al., (2014) shows that if homoscedasticity occurs, there must be no patterns in the residuals but if heteroscedasticity occurs, the residuals could tend to exhibit greater variation in some systematic way. In the figure 4.2 below it's indicated that there appears no particular pattern in the data. Therefore, the homoscedasticity assumption is satisfied.

Figure 4.2: Homoscedasticity Test

Scatterplot

Dependent variable: Employees Turnover
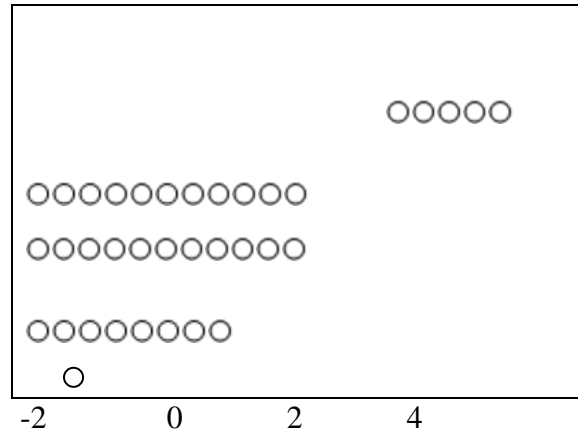
D. Multicollinearity test

One of the assumptions of the multiple regression is there must not be a high correlation among the explanatory variables. Multicollinearity refers to the existence of a higher association among the predictor variables in the regression model. The VIF (variance inflation factor) and the tolerance value tests are the most commonly used methods to check multicollinearity. In order to meet the assumption; the VIF values must be less than 10 and the tolerance values must be greater than 0.10 (Osborne and Waters, 2003). In this study the researcher used these two methods to check the absence of muliticollinearity. The results in the table 4.8 below indicates that VIF values for each independent variable is less than 10 and the tolerance values are greater than 0.10. Thus, the absence of muliticollinearity assumption is satisfied.

Table 4.9: Multicollinearity test

Variables statistics	Collinearity statistics	
	Tolerance	VIF
Working environment	0.970	1.131
Job performance	0.964	1.125
Compensation	0.980	1.012
Job/career	0.959	1.122

Source: Data survey SPSS output, 2021

4.5.2.2 Model summary

Since all the assumptions of the multiple regression analysis are all fulfilled it's possible to proceed to the main regression analysis. Therefore, the findings of the regression analysis were presented in the table 4.9 below.

Table 4.10 Multiple Linear Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error
1	.395	.156	.150	.321

Source: Data survey SPSS output, 2021

From the above table 4.9 it can be understood that the four independent variables (Job performance, Compensation, Job/career, and working environment) of the study explains 15.6% (R^2=0.156) of the dependent variable (employees turnover). This implies that 15.6% level of employees turnover in the construction determine by the independent variables the remaining 84.4 % determine by other factors which don't include by the study.

Table 4.11: Multiple Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std Error	Beta		
Working environment	-.210	.180	-.179	-1.201	.048
Job performance	.101	.040	.202	2.128	.025
Compensation	-.220	0.60	-.210	-3.501	.000
Job/career	-.090	.110	-.080	-.399	.060

Dependent Variable: Employees turnover

Source: Data Survey SPSS output, 2020

The above table 4.10 shows beta coefficient value for compensation is -.220 with a significant value of .000 which is lower than 0.05. The beta value indicates compensation has highest negative contribution to the dependent variable(employee's turnover). Compensation has a significant and negative effect on the employee's turnover. The study results similar to Henry Ongori (2007) and Dessler (2000).

The beta coefficient value for Job/Career is -.090with a significant value of .060 which is a little bit higher than 0.05. Meaning that career has a lower significant effect (insignificant effect) on the turnover of employees.

The beta coefficient value for working environment is -.210 with a significant value of .048 which is lower than 0.05. In Such a situation, working environment has a negative and significant effect on the employee's turnover. The researches of Bezawork (2020) also indicate same result.

The beta coefficient value for job performance is .101 with a significant value of .025 which is lower than 0.05. This shown as job performance employees has positive and significant effects on employee's turnover in the construction.

Based on the results obtained on the above table 4.10 a mathematical equation was developed using the independent variables (Working environment, compensation, job/career, and job performance) and dependent variable (employees turnover) of the study. The equation for the regression model is presented as follows.

$$T = -.210WE + .220C + .090J/C + .101JP$$

Where T= Employees Turnover

C= Compensation

WE=Working environment

 J/C= Job/career

 JP= Job performance

4.6.3 Hypothesis testing

In order to decide whether the hypotheses of this study are rejected or not; the four hypotheses were tested based on standardized coefficients beta with 95% confidence level.

Hypothesis: 1

H1: Work environment has a negative and significant effect on the turnover of employees'

H0: Work environment has no significant effect on the turnover of employees'

Based on the results of the multiple regression coefficient as indicated in the above table 4.11, Work environment have a negative and significant effect on the turnover of employees with a standardize coefficient beta value = -.179 and $p < 0.05$ at 95% confidence level. Thus, the null hypothesis (Ho) is rejected.

Hypothesis:2

H1: Job/career has a negative and significant effect on the turnover of employees'

H0: Job/career has no significant effect on the turnover of employees'

The results of the multiple regression coefficient shown in the above table 4.11 implies that Job/career have a negative and insignificant effect on the turnover of employees. The standardized coefficient beta value is -.090 but the significance level is .060 which is higher than 0.05. Therefore, the null hypothesis (Ho) is accepted.

Hypothesis:3

H1: Compensation has a negative and significant effect on the turnover of employees'

H0: Compensation has no significant effect on the turnover of employees'

Based on the results of the multiple regression coefficient as indicated in the above table 4.11, Compensation have a negative and significant effect on the turnover of employees with a standardized coefficient beta value $=-.222$ and $p<0.05$ at 95% confidence level. Thus, the null hypothesis (Ho) is rejected.

Hypothesis:4

H1: Job performance has a positive and significant effect on the turnover of employees'

H0: Job performance has no significant effect on the turnover of employee

From the results of the multiple regression coefficient as shown in the above table 4.11, Job performance have a positive and significant effect on the turnover of employees with a standardized coefficient beta value $=.101$ and $p<0.05$ at 95% confidence level. Therefore, the null hypothesis (Ho) is rejected.

Table 4.11: Summary of Hypothesis testing

No.	Developed hypothesis	Test result
1	**Ho1:**Work environment has no significant effect on the turnover of employees'	Rejected
2	**Ho2:** Job/career has no significant effect on the turnover of employees'	Accepted
3	**Ho3:**Compensation has no significant effect on the turnover of employees'	Rejected
4	**Ho4:**Job performance has no significant effect on the turnover of employee	Rejected

Source: Data Survey, 2021

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This section of the research has a purpose of reviewing the major findings of the study, providing a conclusion on the findings of the study regarding to the objectives of the research to examine the effects of employee's turnover intention at YosefTektleConstruction Company by means of factors such as job performance, employees compensation, employees turnover and working environment. A recommendation based on the conclusions combined at the end of this chapter

5.1Summaryofresearchfindings

The main purpose of the study was to examine the effects of employees turnover intention at YosefTektle construction company by investigating the effects of each factor (compensation, job/career, working environment and job performance) on the employees turnover intention. The summary of the findings of the study using descriptive statistics and correlation analysis are presentedbelow.

The results of the mean score values using the descriptive statistics indicates that compensation, job/career and working environment with mean values of 3.85, 3.84, and 3.00 respectively are above the average mean point 3. Whereas the mean value for job performance is below 3.

On the other hand the mean score value for employees turnover indicates that moderate mean score with mean=3.4. This means that employees turnover of the construction company have an average level, due to the above condition. From the person correlation results for compensation is -.375 this shown as compensation have a negative and significant effect on the employees turnover intention. The study of Kumar (2018)Attractive remuneration packages are one of the very important factors of retention because it fulfills the financial and material desires. As stated the turnover of employees is mainly due to low salary. Pay level and rewards had negative and significant relationship with turnover intension.

The person correlation results for working environment shows a negative and significant effect on the turnover of employees with value (r=-217and p<0.01). This shows working environment have negative effect on employee's turnover. Furthermore jobs/career have also a negative

correlation result with employees turnover with the value (r=-280 and p<0.01).
However job performance is positive correlated with employees turnover and association is moderate and significant at r=.183 and p<0.01.

5.2Conclusions

Based on the different analyses done that the objectives of this study need and the main findings of this research conclusions are presented as follow: The study examines the effects of employee's turnover intention at yoseftektle Construction Company by investigating the effects of each determinant factor (compensation, working environment, job/career and job performance) on the employees turnover intention.

Based on the results of the mean score values obtained using the descriptive statistics it can be concluded that majority of the respondents have agreed that even if they have job performance they experience low compensation, being unclear of their job roles, and feel low level of comfort in the working environment . And due to this they lead to turnover.

5.3 Recommendations

Grounded by the findings and conclusion, the next recommendation are made to allow the liable authority's to retain the current employees and decrease the factors for the high employee turnover faced by the organization.

- ✓ The results of the statistical analysis revealed that yoseftektel construction company are experiencing low level of compensation, which affects the turnover intention negatively. So the management of the company has to take into consideration on how to maximize the payment by giving other benefits to the employees and creating an effective action plan etc
- ✓ According to the findings of the study working environment has a negative and significant effect on the turnover of employees. This means that employees are not well comfortable by the place and the facilities of the company. For that reason, the management of the construction must take into attention on applying a better facilities and place. (such as having good facilities of food, recreation center, transportation facilities, constant time interval visitation program creating working environment security policy etc…) in order to satisfy its employees and decrease turnover.

✓ Finally the analysis uses four independent variable (compensation, working environment, career and job performance) the dependent variable (turnover intention). So the researcher recommends that further wider studies must carried out with other variables to measure the turnover intention in the construction company.

5.4 Suggestion for further study

For further since the problem is not well addressed regarding to the construction sectors of Ethiopia (much of the studies the researcher have reviewed are done on the service sectors such as banks, academic institutions and hospitals) other broader researches regarding to the issue must be done including other constructioncompanies in Ethiopia.

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APPENDICES

Appendix

ST.MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

MASTERS IN BUSINESS ADMINISTRATION

RESEARCH QUESTIONNAIRES

Dear Sir/Madam

I am a graduate student undertaking Masters of General Management at the Saint's Marry University College. I am conducting a research study entitled "FACTORS AFEECTING EMPLOYEE TURNOVER: IN THE CASE OF YOSEF TEKTLE CONSTRUCTION COMPANY". You have been selected to assist in providing the required information because your views are considered important to this study. I am therefore kindly requesting you to fill this questionnaire. Please note that any information given will be treated with utmost confidentiality and will only be used for the purpose of this study.

Thank You in advance for your kind collaboration and time.

Addis Kebadu (Email: addiskebadu@rocketmail.com)

Directions

- ➢ No need of writing your name
- ➢ Questionnaires are prepared only for employees of the company

Instructions

Kindly tick (√) the appropriate choice or fill the following questions in the appropriate spaces provided

PART 1 -PERSONAL INFORMATION (DEMOGRAPHIC DATA)

A. Age

   1) 20-29____   2) 30-39____   3) 40-49____   4) 50-60____

B. Gender

   1) Male_____   2) Female_____

C. What is your marital status?

   1) Married___ 2) Single__   3) Separated_____4) Divorced____

D. What is your highest educational level?

   1) Certificate ____ 2) Diploma___ 3) Degree____ 4) Masters Degree and above__

E. How many years have you worked for YosefTektle Construction Company?

   1) Less than 1 year___

   2) 1-2 years_____

   3) 3-5 years_____

   4) 6years and above_____

F. Current Position

1. General Forman   2. Construction engineer   3. Office engineer 4. Project manager

   5. Other state here: _____

PART 2 – JOB RELATED QUESTIONS

Please tick (√) the appropriate choice

Please rate your response as follows:

1= Strongly Agree; 2= Agree; 3= Neutral; 4=Disagree; 5=Strongly disagree

No.	Questions related to Job/Career	1 SA	2 A	3 N	4 D	5 SD
1.	I feel spouse relocation affects the employee turnover					
2.	I'm experiencing massive work load in my company					
3.	I'm not in the level of job secure					
4.	I have too much site and office work load					
5.	Is inflexible working hours and work life imbalance having direct effect on turnover decision					
6.	I'm unable to follow organization job timing, roles and regulation					
7.	Lack of necessary equipment and tools to facilitate my job					
8.	I sometimes feel my job responsibility are not clear to me					
	Question related to working environment	1 SA	2 A	3 N	4 D	5 SD
1.	There is a good working relationship among employees					
2.	All employees are treated equally					
3.	I am working in favorable work conditions					
4.	How employee recognition dose helps in employee retention					
5.	The working environment enables me to develop my skills in my job					
	Question related to Employees job performance	1 SA	2 A	3 N	4 D	5 SD
1.	I am well trained in my job					
2.	I have a good communication skill with my colleagues and boss					
3.	I'm freely present organization and interference of boos in my activities					
4.	I get a satisfied recognition regarding to my performance					

5.	I am willing to accept my faults					
	Question related to Employees compensation	1 SA	2 A	3 N	4 D	5 SD
1.	I feel, I am fairly compensated for the work I do or perform					
2.	I'm get salary on time/at the end of the month constantly					
3.	The financial rewards provided by the company motivates me the most					
4.	I'm satisfied b/c my compensation related to my educational and work experience					
5.	Over all, I am happy with organizational benefit and compensation					
	Question related to Employees turnover	1 SA	2 A	3 N	4 D	5 SD
1.	I think high turnover costs heaps of money					
2.	The company working to reduce the turnover					
3.	The company I am currently working is not focus on the expectation of the employees					