



**ST. MARY'S UNIVERSITY**

**SCHOOL OF GRADUATE STUDIES**

**THE CHALLENGES AND PROSPECTS OF EMPLOYEE TURNOVER  
INTENTION: THE CASE OF SPRING OF KNOWLEDGE ACADEMY**

**BY**

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**JUNE, 2022**

**ADDIS ABABA, ETHIOPIA**

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**A THESIS SUBMITTED TO ST.MARY’S UNIVERSITY, SCHOOL OF  
GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS  
ADMINISTRATION**

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**A THESIS SUBMITTED TO ST. MARY’S UNIVERSITY SCHOOL OF  
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**ST. MARY'S UNIVERSITY  
SCHOOL OF GRADUATE STUDIES  
FACULTY OF BUSINESS**

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**BY  
ASCHALEW WORKU**

**APPROVED BY BOARD OF EXAMINERS**

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## **DECLARATION**

I, the undersigned, declare that this research paper entitled with “The challenges and prospects of employee turnover intention: the case of Spring of Knowledge Academy” is my own original work, prepared under the guidance and supervision of my advisor Asst. Professor Shoa Jemal. All sources of materials used for the thesis have been acknowledged. I confirm that the thesis has not submitted either in part or fully to any other higher learning institution for the purpose of earning any degree.

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\_\_\_\_\_

St. Mary’s University, Addis Ababa

June, 2022

## ENDORSEMENT

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

Shoa Jemal

Advisor

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St. Mary's University, Addis Ababa

June, 2022

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Lastly, I offer my regards, respect, and appreciation to all of those who supported me in any respect during the completion of the thesis.

## **ACRONYMS**

**SKA- Spring of Knowledge Academy**

**SD- Standard Deviation**

**SPSS-Statistical Package for Social Sciences**

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### ***Abstract***

*The objective of this study was to assess the practices and challenges of employee turnover intention in spring of knowledge academy. A self-administered questionnaire was applied in order to gather information from key respondents. The study applied both primary data and secondary data from reliable sources. A descriptive research approach was used in order to analyze the data gathered from key respondents. From the target population of 147 respondents a sample of 107 was chosen randomly, out of this 80% of the respondents completed the questionnaire, with respect to their response on Liker Scale following their attitude towards the variables intention to leave their job, organizational commitment, organizational climate, salary, job stress, job satisfaction, and the chance of promotion opportunity. The collected data were analyzed using descriptive statistics supported by SPSS 26 software. The study result revealed salary and the adoption of new technological system contributed wide range of employee to frustrate and intend to quit their job, providing remarkable response on the existence of harmonious relationship among employees. The study recommends that, the management should work on factors such as salary and adoption of new technological systems which were the most determinant factors of employee intention to leave. It is also recommended to make further study on the impacts of salary related issues and the implementation of new technological system in the school.*

***Key words:*** *employee turnover intention, organizational climate, job stress, salary, job satisfaction.*

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

In the very fast growing and dynamic modern business, employee turnover intention still remains unavoidable. Employee turnover due to its negative effect both in the operation and organizational performance at large, becoming the threat of every organization. According to (Alkahtani, 2015), there are a number of reasons why turnover takes place. These reasons may range from external environmental variables such as economy that affects the business that in turn shapes the employment levels to organizational factors including types of industry, types of occupation, size of organization, payment, supervisory levels, locations, selection processes, work environment, work assignments, benefits, and promotions. The other variables that affect employee turnover in organizations involve the individual's work variables such as , integrative variables like job satisfaction, pay, promotion and working condition and the individual's non-working factors such as family related factors.

According to (Herzberg 2005), the issue of attracting and retaining highly qualified employees stems from a managerial perspective that is more important than ever previously. Furthermore, the issue of motivating, keeping, and sustaining employees is considered to be a smart strategy for maintaining organizational performance and carving out a place in the market in the long term, as it invests in the valuable resource of human capital. The high employee turnover intention has become a critical problem in the development of the whole society. Thus, investigating factors which affect turnover intention is the critical issue for scholars and human resource managers. A large number of studies point out that employees' job satisfaction and organizational commitment are the two key determinants of turnover intention (Stumpf & Hartman, 1984; Tett & Meyer, 1993; Michael & Eric, 2013; Lu & Gursoy, 2016).

Although, both public and private business sectors are victims of employee turnover, private sectors are the most vulnerable for the negative impact employee turnover. It would be convincing that business sectors in Ethiopia would have complemented under the effect employee turnover specifically the education sector. According to the government of Ethiopia report, the rate of employee turnover of teachers in primary schools in 2018/19 was 2.2% and secondary school was about 3% in public schools at national level (Moges and Yigezu, 2021).

This number would be worse in private schools. Furthermore, compared to regional private schools, the effect would be very significant in private schools in Addis Ababa. Because of the emerging of large number of private schools in the city, the business has become more volatile. In concern with its impact on organizational performance and profitability of the business, this research examined the practices and challenges of employee turnover intention in Spring of Knowledge Academy. Because of limited study made on employee turnover intention practices and challenges on at private school level, the research has intended to examine the challenges and practices of employee turnover intention in private schools, specifically in at SKA.

### **1.2 Definition of Terms and Concepts**

**Turnover rate** – is the ratio of the number of workers that had to be replaced in a given time period to the average number of workers.

### **1.3 Statement of the Problem**

High rate of employee turnover can destabilize a business and demotivate those who attempt to maintain levels of service and output against a background of vacant posts, inexperienced staff and general cost (Armstrong. M 1997) Employee turnover is the rotation of employee around the labor market, between firms, jobs and occupations and between the states of employment and unemployment, (Abassi 2000).

Because of its impact to organizations performance, labor turnover remained the most researched topic. A key problem to employee turnover is organizations lose key, most experienced and skilled staff which affects an organization vigorously, due to high investment in training and various organizations job task functions, Maxwell (2011). The efficiency of an organization is highly affected by employee turnover. In order to achieve mission and vision, many organizations adopt to retain their key workers by providing different strategies. Unless, organizations retain workers for a reasonable period, they are unlikely to be able to provide the quality services required to remain competitive, (Dejen. T, and Bamlak. G,2020).

Many has been tried to figure out the effects and causes of employee turnover. However, there has been a gap to address the challenges of employee turnover intention and practices an organization encounters. Therefore, the research will address and notify the challenges employee turnover intentions and intend to fill the gap in knowledge observed.



## **1.4 Research Questions**

The research addressed the following research questions:

- What are the challenges of employee turnover intention at Spring of Knowledge Academy?
- Do organizational climate influence employee turnover intention?
- Does salary influence employee turnover intention?
- Do job stress influence employee turnover intention?
- Do job satisfaction influence employee turnover intention?
- Does promotion opportunity influence employee turnover intention?

## **1.5 Objective of the Study**

### **1.5.1. General Objective of the Study**

The general objective of the study is to access the practices and challenges of employee turnover intention in Spring of Knowledge Academy.

### **1.5.2. Specific Objectives of the Study**

Specific objectives of the study are to:

- I. To examine the challenges of employee turnover intention at Spring of Knowledge Academy.
- II. To identify how the most variables such as organizational climate, salary, job stress, job satisfaction and promotion opportunity influence employee turnover intention at Spring of Knowledge Academy.

## **1.6. Significance of the Study**

The study will identify the factors that promote very frequent and high rate of employee turnover intention, and the practices that insist employee turnover intention. Therefore, the outcome of the study would be very important by providing the following significance:

The study helps the school management to examine the major factors of employee turnover intention in the school. Based on the result obtained the management will make appropriate decision. The study gives a clue to the readers the challenges and practices of employee turnover intention specifically at SKA, and in private schools in general. It assists management and policy planners for designing retention strategies combating the challenges.

### **1.7 Scope of the Study**

The main aim of the study is to assess the challenges and practices of employee turnover intention in Spring of Knowledge Academy. Causes of employee turnover are different. However, the study focuses on organizational climate, salary, job stress, job satisfaction and promotion opportunity. All main teachers of the school participated in providing response through questionnaire. The research has been made between November-June 2014. The researcher conducted the basic activities of distributing questionnaire, collecting and data analysis and interpretation between November–June 2014. The research deployed descriptive research design.

### **1.8 Limitation of the Study**

The research has limited to the response of the main teachers ranging from kindergarten teachers to high school and preparatory teachers excluding other academic staff. The study was limited to apply questionnaire survey only, because of the concern of COVID-19, managers are not willing to permit interview. In addition, the willingness of the respondents to provide the required and adequate feedback from the distributed questionnaire was other limitations.

### **1.9 Organization of the Study**

The paper consists of five chapters. The first chapter introduces the topic of the thesis, define structure of the thesis and describe the points of the thesis. The second chapter has devoted to review of related literatures and careful examination of the literatures. The third chapter focused on the design of the research and methods applied that enabled the research meet its objectives. In detail, this unit consisted of the research design, source of data, data gathering tools, sample size, and sampling technique determination and methods of data analysis. The fourth chapter mainly concerned with the characteristics of the respondents and careful examination of data collected. The fifth and the last chapter which is the closing chapter focused on summary of key findings, conclusions and recommendations based on the data gathered and analysis made.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

This chapter reviews both theoretical and empirical literatures related to employee turnover and turnover intention. In addition, it sorts out the determining variables of turnover intention such as leadership styles, organizational commitment, organizational climate, promotion opportunities, salary/ compensation, job stress, and job satisfaction, definition of turnover intention, types of turnover, factors affecting turnover intention, different theories of job satisfaction are thoroughly discussed and furthermore, presents the conceptual frame work of the research. The study tried to provide related evidences from the point of view of many scholars from written books, journals and conducted researches.

#### **2.1 Theoretical Literature**

Turnover is a normal part of organizational functioning, and while excessively high turnover may be dysfunctional. A certain level of turnover is to be expected and can be beneficial to an organization (Armstrong M. 1997). Employee turnover affects the organization as well as the other employees who are part of it, increases workload of other employees, decreases productivity and loss of client satisfaction (Justin Thomas: 2013). Lack of rewards management, lack of career growth management, lack of health and safety management, and lack of motivation management affected negatively to the organizational performance influenced the rate of employee turnover (Nelly Anzazi, 2018).

High labor demand and job opportunity in the market, lack of opportunity for career advancement in the organization, dysfunction with working conditions and no involvement in decision making are the foremost causes of turnover of academic staff on organizational performance followed by work burden as the cause of staff turnover, lack of appreciation of input and lack of employee assistance programs Taye and Getnet, (2020).

According to Government of Ethiopia (2019), the rate of attrition of teachers for primary and secondary schools was 2.2% and 3% respectively. The education system employed over 130,000 teachers at primary and secondary levels, the vast majority in primary education.

U. Lon (2010) suggested that recruiting and retaining talents in a game among competitors, especially when the high turnover phenomenon happens within the same industry.

Henry. O (2007), argued that employees are the backbones of any business success and therefore, they need to be motivated and maintained in organization at all cost to aid the organization to be globally competitive in terms of providing quality products and services on investments on the employees would be achieved.

Ruth. N (2015), researched and concluded that the major causes of employee that impacted negatively on organizational productivity includes, lack of employee retention strategies, low level of employee motivation, lack of career development opportunity, and poor work environment. The manner in which human resource management employs measure to address these factors determines the state of employee turnover in the organization.

The reason for leaving on organization are more pay, career move, more security, more opportunity to develop skills, better working conditions, poor relationship within team leaders, poor relationship with colleagues, bullying and harassment, personal reasons such as pregnancy, illness, moving away from area are common Armstrong .M (1997).

Employee turnover has a negative impact costing an organization leading to leaving cost, direct cost of recruiting replacement, direct cost of time spent by HR, and line managers in recruiting, direct cost of training replacement in the necessary skills, loss arising from reduced input from new starters until they are fully trained (Armstrong .M 1997).

Turnover is the process in which employees leave an organization and have to be replaced. High employee turnover rate now becoming one of the biggest challenges for any organization and have far lasting effects. Employee turnover become a major concern for many organizations nowadays and high employee turnover have a devastating effect on a company, especially if the lost employees are high performers.

### **2.1.1 Definition of Turnover Intention**

Losing an employee is called turnover, sometimes described as the labor turnover index. It has been described by the ratio of the number of leaving employees in a specified period (usually 1 year) and average number of employees during the same period multiplied by 100. Armstrong, (2006).

## **2.1.2 Types of Employee Turnover**

Turnover is classified in a number of ways. The different types of employee turnover will be discussed as follows;

**2.1.2.1 Involuntary Turnover VS Voluntary:** Involuntary turnover employees are terminated for poor performance or work rule violations. Voluntary turnover is the type of turnover that is initiated by the employee for many different reasons. Voluntary turnover can be somewhat predicted and addressed in HR. Employees leave by choice. Involuntary turnover is where the employee has no choice in their termination. Involuntary turnover is triggered by organizational policies, work rules, and performance standards that are not met by employees. Voluntary turnover can be caused by many factors, including career opportunities, pay, supervision, geography, and personal/family reasons. Voluntary turnover also appears to increase with the size of the organization, most likely because larger firms are less personal, are permeated by an “organizational bureaucracy,” and have more employees who are inclined to move.

**2.1.2.2 Functional Turnover VS Dysfunctional Turnover:** in functional turnover lower-performing or disruptive employees leave, dysfunctional turnover key individuals and high performers leave at critical times. Not all turnovers negative for organizations; on the contrary, some workforce losses are desirable, especially if those who leave are lower-performing, less reliable individuals, or disruptive co-workers. Unfortunately for organizations, dysfunctional turnover does occur. That happens when key individuals leave, often at crucial work times.

**2.1.2.3 Uncontrollable Turnover VS Controllable Turnover:** uncontrollable turnover employees leave for reasons outside the control of the employer, where controllable turnover employees leave for reasons that could be influenced by the employer. Employees quit for many reasons that cannot be controlled by the organization. These reasons include: (1) the employee moves out of the geographic area, (2) the employee decides to stay home with young children or elder relatives, (3) the employee’s spouse is transferred, and (4) the employee is a student worker who graduates from college. Even though some turnover is inevitable, many employers today recognize that reducing turnover is crucial. Therefore, they must address turnover that is controllable. Organizations are better able to retain employees if they deal with the concerns of employees that are leading to this type of turnover.

## **2.2 Empirical Review**

Chan. Y (2010) in his finding reported that a totals of 51 respondents (42.5%) experienced moderate level of turnover intention ( $M = 9.49$ ,  $SD = 3.59$ ). Meanwhile, 37 respondents (30.8%) of them scored low level of turnover intention and 32 respondents (26.7%) scored high level of turnover intention revealing existing of high turnover intention.

Ebenezer .A and Durotimi .A (2020) provided an empirical result for the relationship between job dissatisfaction and employees' turnover, concluded that job dissatisfaction has statistical significant effect on the turnover intentions.

According to (Henok. 2018) high employee turnover can be caused by a lot of factors, such as organization and work, social and economic, job stress, personal factor, works Environment, career growth, employee relationship with management. It is assumed that objective based training and career development for entrant employees plays great role in maintaining attrition and turnover. Concerning employees' retention, organizations especially the regulatory authorities should play a more significant role in implementing human resources systems which should emphasize training and career development for the new employees. Rehman. S (2020).

It is vital for managers to keep employees satisfied at work as this has proven to lead to higher levels of productivity, less absenteeism and high job satisfaction. If the employees are satisfied at work, this potentially creates good working environment, increase productivity and reduce the levels of turnover in the organization N. Ncede (2013).

On the other hand, Ncede (2013) recommended that there is no relation between there is no significant relationship between promotion satisfaction, equity satisfaction and turnover intention.

## **2.3 Costs of Employee Turnover**

Joel. S. (2017), concluded that the cost of turnover can be immeasurably disruptive and contagious. The finding from extracted interview with the managers, letting good employees go and replacing them with a lower skilled employee, imply time, costs and, more importantly, opportunities. He inferred that this happens due to some important factors. "Probably the most important one is the fact that they are already trained and familiar to all the processes and systems. Great employees have the knowledge; they carry out their experience from previous jobs. Great employees have empathy and are probably are seen as important figures amongst

their workmates. Consequently, they are able to perform fantastically well as they have a good command of what goes on around them.”

The cost of employee turnover can be expressed in terms of:

**2.3.1 Separation Costs:** Includes HR staff and supervisor time and salaries to prevent separations, exit interview time, unemployment expenses, legal fees for separations challenged, accrued vacation, continued benefits, etc.

**2.3.2 Replacement Costs:** Includes recruiting and advertising expenses, search fees, HR interviewer and staff time and salaries, employee referral fees, relocation and moving costs, supervisor and managerial time and salaries, employment testing costs, reference checking fees, pre-employment medical expenses, etc.

**2.3.3 Training Costs:** Includes paid orientation time, training staff time and salaries, costs of training materials, supervisors’ and managers’ time and salaries, co-worker “coaching” time and salaries, etc.

**2.3.4 Hidden Costs:** Includes costs not obvious but that affect lost productivity, decreased customer service, other unexpected employee turnover, missed project deadlines, etc.

## **2.4 Factors Affecting Employee Turnover Intention**

Bandhanpreet. K et al (2013), revealed quality of work life, job stress, job satisfaction and organizational justice have an impact on the turnover intentions. As turnover intentions are the antecedent of the turnover of the employees. Thus it is important for the organization to design strategies to improve the above factors so that the performance and efficiency of the employees can be improved which can in reduce the turnover intentions ultimately.

According to Taye and Getnet, (2020) high labor demand and job opportunities in the market, lack of opportunity for career advancement in the organization, unsatisfied with working condition and no involvement in decision-making, are the foremost causes of turnover intention. Furthermore, Work burden as the cause of staff turnover, lack of appreciation of input and lack of employee assistance programs are the next foremost causes of turnover on organization performance. The factors for frequent and rapid turnover intention arise from different sources. Broadly, the sources can be reviewed as personal, and organizational. Many scholars argued that the personal sources are related with salary, job stress, job satisfaction, and promotion

opportunities. Others emphasized that, the organizational sources includes leadership style, organizational commitment and organizational climate as driving factors.

For instance, internal supplies are influenced by economic conditions (as the economy heats up, turnover often increases; as the economy cools down, turnover decreases); technological conditions (automation can change the distribution of demand; it can mean reduction in supply like layoffs and creation of entirely new job categories); and governmental/legal conditions (changes in laws, regulations, and court rulings mean that some groups or employee categories are accorded specialized protection from layoff and are given specialized attention in hiring, training, and promotion). William J. et al (2003).

#### **2.4.1 Organizational Climate**

Chan. Y (2010), related turnover intention, organizational commitment and experience as follows: Turnover intention will reduce due to increase of age, length of services and employment history. With the increasing of experiences and knowledge, employees will gain more job satisfaction and job performance. Hence they will become more commit with organization. Secondly, this study found that salary is able to predict the condition of independence and dependence variables in an organization.

Supplies in the organization are affected by job climate/ morale (voluntary turnover increases when climate is poor, work group morale is low, and individuals experience job dissatisfaction) and structure (some organizational structures require more people than others). (William J. et al 2003). Rahman. M and Raju V. (2020) concluded that there is a positive influence of human resource management activities, such as training and development, job security, performance appraisal, compensation, and employee turnover intention revealing HRM activities would increase the intended turnover of an employee.

The functional turnover category includes all resignations which are welcomed by both employer and employee alike. The major examples are those which stem from an individual's poor work performance or failure to fit in comfortably with an organizational or departmental culture. Derek T. et al (2008).



### **2.4.2 Promotion Opportunities**

According to Chong et. al (2013) employee turnover intention was intensified due to performance appraisal, reward, working condition and equal employment opportunity as the main reason which caused employees to have the intention to leave.

### **2.4.3 Salary**

A study made by Adi Albaqami, (2016) the respondents feel their work schedule is fair, most of them think that their level of pay is not fair in addition to their workload; they do not see that the rewards they receive as quite fair at their university, and they are not satisfied with their salary. Intensifying the respondents often think about quitting their present job. It suggests that compensation playing a vital role in employee turnover if the compensation is not satisfactory enough to retain the current job.

The opposite side of the coin is the attraction of rival employers. Salary levels are often a factor here, employees leaving in order to improve their living standards. In addition there are broader notions of career development, the wish to move into new areas of work for which there are better opportunities elsewhere, the chance to work with particular people, and more practical questions such as commuting time. For the employer losing people as a result of such factors there are two main lines of attack, Derek. T et al (2008). Thirukumaran, (2018) in his study of employee retention mechanism, indicated that most of the employee felt that their pay packages were low and they suggested improve work environment, verifying compensation advancing employee suspect for turnover intention from their existing job.

### **2.4.4 Job Stress**

Mohammad K et. el (2020), noted that employees need to work at their best level securing the profitability of their organization and therefore, should be treated as they tend to leave due to work stress arose from work load.

As stress increases, job satisfaction and organizational commitment decrease. Low job satisfaction and low organizational commitments increase the propensity to leave. There was a significant relationship between job satisfaction and turnover intention in the study. High or low level of the work satisfaction will determine the response and behavior towards the work, partners and supervisors which finally can be media to meet the organizational commitments, Chan. Y, (2014).

### **2.4.5 Job Satisfaction**

The term 'job satisfaction' refers to the attitudes and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction, Armstrong, (2006). With push factors the problem is dissatisfaction with work or the organization, leading to unwanted turnover. A wide range of issues can be cited to explain such resignations. Insufficient development opportunities, boredom, ineffective supervision, poor levels of employee involvement and straightforward personality clashes are the most common precipitating factors. Organizations can readily address all of these issues. The main reason is that so many fail to do so is the absence of mechanisms for picking up signs of dissatisfaction. If there is no opportunity to voice concerns, employees who are unhappy will inevitably start looking elsewhere, Derek. T et al (2008).

Ebenezer .A and Durotimi .A (2020) in their study concluded that a strong relationship exists between job dissatisfaction, selection policies, job security, career progression and turnover intentions. Frequent turnover rate could tarnish the organizations reputation and lower the morale of the remaining staff who may think that one of their valuable staff has left.

Zerihun. A (2015) inferred the existence of relationship between job satisfaction and turnover intention could possibly derived by independent variables like pay & benefits, promotion, working conditions, and perceived available employment opportunity influence the turnover intention.

Dasilveira, I.K.,et al(2020) argued the establishment of a positive relationship between HRM practices and job satisfaction, additionally established a negative connection between HRM practices and employee turnover intentions as well as a negative affiliation between job satisfaction and employee turnover intentions. Moreover, their study revealed that job satisfaction mediates efficiently the relationship among HRM practices and employee turnover intentions. Also HRM practices directly impact employee turnover intentions and indirectly influence employee turnover intentions through the intervening or mediating role of job satisfaction.

## 2.5 Conceptual Framework

Based on the theoretical review of related literatures the following conceptual framework is developed. The frame work is adopted in order for best fit to the objectives intended to achieve. It shows the relationship and impacts of the selected variables and employee turnover intention.

**Figure 1: Conceptual Framework**



**Source: Developed by the researcher (2022)**

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

This chapter discussed the research design applied and/or methods, or procedure for collection of data.

#### **3.1 Research Design and Approach**

In order to achieve the objective of the research, a descriptive type of research was employed to analyze the data collected through a questionnaire consisted of demographic and attitudinal variables and items was prepared and distributed. The sample for this study was made from teachers in Spring of Knowledge Academy.

The research applied quantitative research approach, used for analyzing the data using statistical tools such as measure of central tendency, frequency, percentages, and standard deviation. Therefore, the study applied a quantitative research for the collection of data so that information can be quantified, explained and interpreted (Carrie, 2007).

#### **3.2 Population, Sample size and Sampling Techniques**

##### **3.2.1 Research Population**

The sample population for this survey included teachers in Spring of Knowledge Academy from different 5(five) branches across Addis Ababa. Furthermore, due to researcher network characteristics, access and availability to private schools in this particular area is significantly, which also justified this sample selection. The research doesn't included top level management staffs, principals and deputy principals because they are not involving in frequent retention compared to the main teachers and assistant teachers. Revealing, there is a contributing factor for low level retention for these groups and staffs.

##### **3.2.2 Sample Size**

Using probability sampling technique, a sample size from a pre-determined total population calculated using standard statistical formulae. A sample size calculated at 95% confidence level and 5% expected margin of error. For finite number of population the sample population of teachers chosen randomly providing feedback through liker scale from a total of 147 target population using the given formula Kothari (1990, p.179).

$$S = \frac{z^2 NP(1-P)}{e^2(N-1)+z^2P(1-P)}$$

Where:  $z = 1.96$  standard deviation at 95% confidence level

$P =$  sample proportion based on personal judgment which will be estimated as 0.5

$q = 1-p, 1-0.5 = 0.5$

$e =$  acceptable margin of error the precision usually 0.05 and

$N = 147$ , total size of the population.

$$S = \frac{z^2 NP(1-P)}{e^2(N-1)+z^2P(1-P)}$$

$$S = \frac{1.96^2 * 147 * 0.5 * (1-0.5)}{0.05^2(147-1)+1.96^2 * 0.5(1-0.5)}$$

$$S = 107$$

### 3.2.3 Sampling Technique

A simple random sampling technique was therefore, each unit of population has equal chance of being included as the sample. In order to provide the most reliable findings, the research applied standard statistical methods of sample size determination and sampling techniques. For this, excluding front academic staffs (i.e. top management staffs, principals and deputy principal) from each selected branches and teacher's at all level primary and secondary school division identified purposefully. All branches were selected from the total of 5(five) branches of Spring of Knowledge Academy across Addis Ababa. Selected respondents from each branch were asked to provide their response using a structured and semi-structured questionnaire.

### 3.3 Source of Data

The study collected data from both primary and secondary sources.

**3.3.1 Primary Source of Data:** Primary source of data collected from first-hand-experience. The data was collected through open ended and closed ended questionnaire for which the respondents provided an answer. Primary data was collected from teachers of Spring of Knowledge Academy.

**3.3.2 Secondary Source of Data:** secondary source of data was collected from education annual report of the school, and other published documents of government templates.

### **3.4 Data Collection Instruments**

Structured and semi-structured questionnaires used in collecting information from respondents. The questionnaire was prepared carefully in a way that can address the necessary question in order to provide adequate and reliable response form the respondents. A series of questions and prompts were distributed for the purpose of gathering information from respondents.

### **3.5 Data Collection Method**

The collection of data was made using a questionnaire that includes 24 items, incorporated in two sections each presented with English language. The questionnaires were hand distributed for all respondents by the researcher, following a brief explanation of the purpose of filling the questionnaire and guidance of the respondents in completing the research instrument without interfering choice of response. The respondents were given two days in order for understanding instructions, and words or terminologies, therefore, provided adequate and reliable response or data free from errors introduced by the researcher. Checks may be set up to ensure that the data filling staff perform their duty honestly and without prejudice. The researcher collected and examined for completeness, comprehensibility, consistency and reliability of data. The researcher made a phone call and face to face assistance in order to maintain response from the respondents. This all made after granting permission from school board members and managing director.

### **3.6 Pilot Testing**

The data must be verified and the results are measured as reliable and valid by using Cronbach's reliability test. To provide the following rule of thumb for the Cronbach's >0.9 excellent, >0.8 good, >0.7 acceptable, >0.6 questionable, >0.5 poor and <0.5 unacceptable. The results obtained from all the variables are 0.917 indicating the responses of the questions are consistent.

**Table 3.1 Reliability Test**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.917	21

### **3.7 Method of Data Analysis**

Contemplation, comparison and analysis made based on the data collected from key informants, which involves editing, coding, classifying, and tabulation of collected data. The information gathered from key informants and close ended questionnaires has interpreted, analyzed and quantified using statistical methods of data analysis. Statistical Package for Social Sciences (SPSS 26) was used to analyze the data obtained through questionnaire a simple (1-5) liker scale technique.

Based on the assumption that each respondents provided the scale has made providing equal attitudinal 'value', 'importance' or 'weight' in terms of reflecting attitude towards the issue in questionnaire.

Descriptive statics analysis was applied for the presentation, interpretation and discussion parts on various dimensions of the evaluation system. The data that are gathered through and questionnaire coded, entered into computer and are analyzed and presented in the form of diagram, and tables by using SPSS version 26. The questionnaires which are collected completely filled are checked for completeness. and validity measured using content validity by ascertaining relation between the items and questions cover the full range of the issue or attitude being processed.

### **3.8 Ethical Considerations**

Concerning this study, the participants were informed that their participation is voluntary, and there would be no violation of employers and employees' rights involved. They were also informed that they might quit at any time or decline to answer any survey items during the survey test. In order to maintain confidentiality, the participants were assured that their responses were anonymous, and they did not need to provide any identifying information, such as the participant's name, address, and contact details.

Two major aspects were given a great deal while filling the questionnaire by the respondents.

- 1. Respect for Persons:** As described in the Belmont and quoted by (Geoffrey Marczyk David DeMatteo, David Festinger) "Respect for persons incorporates at least two ethical mandates: first, that individuals be treated as autonomous agents, and second, that individuals with diminished autonomy are entitled to protection" (1979, p 233-243). Respect for persons therefore serves as the underlying basis for what might be considered

the most fundamental ethical safeguard underlying research with human participants: the requirement that researchers obtain informed consent from individuals who freely volunteer to participate in their research.

2. **Justice:** The principle of justice relates most directly to the researcher's selection of research participants. The selection of research participants is made of fair selection procedures believed that resulting in fair selection outcomes.



## CHAPTER FOUR

### DATA ANALYSIS AND INTERPRETATION

This chapter is devoted to the interpretation, analysis of obtained results through questionnaire and discussion based on the findings from the key respondents across the branches of Spring of Knowledge Academy. Moreover, the chapter presents the descriptive result findings in parallel with the objectives stated and literatures reviewed. It provided presentation of demographical status of employees and discussion on the result obtained.

#### 4.1 Response Rate

This section indicates the number of questionnaires distributed, returned, unreturned, and rejected both in number and percent. The rate of response of respondent is summarized in the following table.

**Table 4.1: Response Rate**

Items	Number	Percent
Number of questionnaire distributed	107	100%
Number of questionnaire returned	85	79.4%
Number of unreturned questionnaire	15	14.1%
Number of questionnaires rejected/ unsatisfying response.	7	6.5%

#### 4.2 Demographic Characteristics of Respondents

This section of the chapter presents the general information of the profiles of the respondents. It provides information of demographic attributes such as gender, age group, educational background, marital status, years of experience specifically in teaching, current job status and current job position. In addition, the table developed by the researcher also gives information about the frequency of the demographic attributes and their percentage. 107 questionnaires were distributed over the divisions of Spring of Knowledge Academy in order to meet the required sample space. From the distributed questionnaires 85(79.9%) are successfully returned filled with he required information. 15(14.1%) are unreturned, the rest 7(6.5%) are rejected because of insufficient response.

**Table 4.2: Demographic Characteristics of Respondents**

S. No	Demographic Attributes	Groups	Frequency	Percentage
1.	Gender	Male	53	62.4%
		Female	32	37.6%
		<b>Total</b>	<b>85</b>	<b>100%</b>
2.	Age Group	18-25	19	22.3%
		26-35	57	67.1%
		36-45	9	10.6%
		46-55	0	0%
		>55	0	0%
		<b>Total</b>	<b>85</b>	<b>100%</b>
3.	Educational Background	Certificate	0	0%
		Diploma	3	3.5%
		Bachelor Degree	70	82.4%
		Masters	12	14.1%
		Other	0	0%
		<b>Total</b>	<b>85</b>	<b>100%</b>
4.	Years of Experience	<1 year	7	8.2%
		1-2 years	6	7.1%
		3-5 years	23	27.1%
		6-9 years	27	31.8%
		10-12 years	16	18.8%
		>12 years	6	7.1%
		<b>Total</b>	<b>85</b>	<b>100%</b>
5.	Current Job Position	Main Teacher	71	83.5%
		Assistant Teacher	8	9.4%
		Supervisor	5	5.9%
		Guidance and Councilor	1	1.2%
		<b>Total</b>	<b>85</b>	<b>100%</b>

The above table indicates that, from the total of 85 sample respondents 53(62.4%) are males and the remaining 32(37.6%) are females indicating the wide range between sex variety of employees.

With respect to the age matrix, 19(22.3%) lie between the more younger groups 18-25. Whereas the largest portion of age matrix and the most effective and experienced working group lie between 26-35 which accounts 57(67.1%) and the rest 9(10.6%) is found between 36-45 years of

age. The remaining age groups 36-45 and 46-55 each accounts 0% reflecting the organization has highly composed of youngsters.

The above finding revealed that the school has largest proportion of employees with bachelor degree indicated as 70(82.4%), and 12(14.1) Master Degree. It is possible to infer for organizations like school the minimum educational requirement should be degree. In this aspect the school has very good proportion. The rest 3(3.5%) of the narrow proportion is occupied by diploma holders, remaining certificate has no valid proportion with 0(0%).

The most significant aspect of the employees, especially in education sector is employee's experience. The result has indicated that most of the employees are experienced in teaching that is good news for the school. From the sample collected 7(8.2%) have <1 year experience, 6(7.1%) have 1-2 years of experience, 23(27.1%) 3-5 years, 27(31.8%) 6-9 years, 16(18.8%) 10-12 years, and the remaining 6(7.1%) >12 years of experience in teaching.

In their current job position, 71(83.5%) are main teachers indicating large task of the teaching and learning activity is facilitated by the main teachers, assistant teachers accounts 8(9.4%), and 5(5.9%) are supervisors and the rest 1(1.2%) is occupied by guidance and councilor.

### 4.3 Analysis of Collected Data

#### 4.3.1 Descriptive Data Analysis

This section of the chapter is devoted for the analysis, interpretation and discussion of findings. For this purpose the results from key informants were devised into Statistical Package for Social Science (SPSS) version 26 was used. Basic statistical tools such as mean and standard deviation has used for the analysis, interpretation, and discussion of results. The outputs of SPSS has displayed and discussed as follows.

**Table 4.3: Respondents Attitude to Organizational Climate**

Item	Attributes	Responses	Frequency	Percentage	Mean	Standard deviation
1	Employees are treated with due respect	Strongly disagree	1	1.2%	3.9412	.87767
		Disagree	5	5.9%		
		Neutral	14	16.5%		
		Agree	43	50.6%		

		Strongly agree	22	25.9%		
		<b>Total</b>	<b>85</b>	<b>100.0%</b>		
<b>2</b>	<b>Good work is done appreciated</b>	Strongly disagree	1	1.2%	4.0353	.91868
		Disagree	4	4.7%		
		Neutral	16	18.8%		
		Agree	34	40.0%		
		Strongly agree	30	35.3%		
		<b>Total</b>	<b>85</b>	<b>100.0%</b>		
<b>3</b>	<b>Employees' suggestion and grievances' are considered</b>	Strongly disagree	3	3.5%	3.6471	.99649
		Disagree	7	8.2%		
		Neutral	23	27.1%		
		Agree	36	42.4%		
		Strongly agree	16	18.8%		
		<b>Total</b>	<b>85</b>	<b>100.0%</b>		
<b>4</b>	<b>There is harmonious relationship among colleagues'</b>	Strongly disagree	1	1.2%	4.0706	.88356
		Disagree	3	3.5%		
		Neutral	15	17.6%		
		Agree	36	42.4%		
		Strongly agree	30	35.3%		
		<b>Total</b>	<b>85</b>	<b>100.0%</b>		
<b>5</b>	<b>There is good organizational culture.</b>	Strongly disagree	5	5.9%	3.6235	1.13365
		Disagree	7	8.2%		
		Neutral	25	29.4%		
		Agree	26	30.6%		
		Strongly agree	22	25.9%		
		<b>Total</b>	<b>85</b>	<b>100.0%</b>		

**Source: SPSS Output**

Table 4.3 indicated the response of employees with respect to the organizational climate at SKA. From the table 4.3/1, 43(50.6%) agree, 22(25.9%) strongly agree while 14(16.5%) are neutral to

respond regarding ‘employees are treated with due respect’. Few respondents 5(5.9%) disagree and 1(1.2%) strongly disagree that employees are treated with due respect. In addition, the table provided information if the good work done is appreciated or not’. In this regard, 34(40.0%) agree, 30(35.3%) disagree and 16(18.8%) responded neutral if the good work is appreciated in the organization. The remained 1(1.2%) strongly disagree, 4(4.7%) disagree that the good work of employees are not appreciated properly.

Good management could be characterized by the attention it gives for the employee suggestion and the quality of monitoring grievance it considered. The above table indicated that the school management was good in treating the above to factors that may lead high turnover intention. 36(42.2%) agree, 16(18.8%) strongly agree that suggestions and grievances are considered properly, 3(3.5%) strongly disagree, 7(8.2%) disagree and the rest 23(27.1%) respond neutral. In addition to controlling grievance and considering suggestions of employees, a harmonious relationship among employees plays significant role in providing good working environment and team building. The result of tale 4.3/4 revealed that there is harmonious relationship among teachers at SKA, showing 36(42.4%) agree, 30(35.3%) strongly agree the presence of harmonious relationship among employees and coworkers, 1(1.2%) strongly disagree, 3(3.5%) disagree, and 15(17.6%) responded neutral about the existence of harmonious relationship among employees. Table 4.3/5 perceived the presence of good organizational culture in the school. From the result obtained 22(25.9%) strongly agree, 26(30.6%) agree, 25(29.4%) remained neutral, 7(8.2%) disagree, 5(5.9%) strongly disagree on the existence of good organizational culture in the organization.

**Table 4.4: Respondents Opinion on Salary**

Item	Attributes	Responses	Frequ ency	Percent age	Mean	Standard deviation
<b>1</b>	<b>Performance based incentives</b>	Highly dissatisfied	10	11.8%	3.117 6	1.26690
		Dissatisfied	20	23.5%		
		Neutral	18	21.2%		
		Satisfied	24	28.2%		
		Highly satisfied	13	15.3%		
		<b>Total</b>	<b>85</b>	<b>100.0%</b>		

<b>2</b>	<b>Overtime salary</b>	Highly dissatisfied	9	10.6%	3.223 5	1.16881
		Dissatisfied	12	14.1%		
		Neutral	26	30.6%		
		Satisfied	27	31.8%		
		Highly satisfied	11	12.9%		
		<b>Total</b>	<b>85</b>	<b>100.0%</b>		
<b>3</b>	<b>Salary structure</b>	Highly dissatisfied	12	14.1%	2.741 2	1.13550
		Dissatisfied	26	30.6%		
		Neutral	25	29.4%		
		Satisfied	16	18.8%		
		Highly satisfied	6	7.1%		
		<b>Total</b>	<b>85</b>	<b>100.0%</b>		
<b>4</b>	<b>Yearly bonus scheme</b>	Highly dissatisfied	34	40.0%	2.317 6	1.26502
		Dissatisfied	9	10.6%		
		Neutral	28	32.9%		
		Satisfied	9	10.6%		
		Highly satisfied	5	5.9%		
		<b>Total</b>	<b>85</b>	<b>100.0%</b>		

**Source: SPSS Output**

The Likert scale table 4.4 assessed the response of employees on salary related issues such as performance based incentives, overtime salary, salary structure and yearly bonus scheme. From the total respondents 24(28.2%) are satisfied with the existence of performance based incentives and 13(15.3%) are highly satisfied, 18(21.2%) remained unidentified with their satisfaction. The other 10(11.8%) and 20(23.5%) are highly dissatisfied and dissatisfied respectively with the performance based incentives. Indicating large portion of the employees are not satisfied with the incentives arise from employees performance. The presence of overtime salary motivates employees to strive for excellence and achieve both individual expectations and organizational goal. Table 4.4/2 revealed large portion of employees 27(31.8%) satisfied, 11(12.9%) highly satisfied with overtime salary, 9(10.6%) highly dissatisfied, 12(14.1%) dissatisfied with the overtime salary. The remaining 26(30.6%) remain unable to decide their level of satisfaction. The result from table 4.4/3 showed the problem within the salary structure of the organization.

Large number of respondents provided the information with 12(14.1%) highly dissatisfied, 26(30.6%) dissatisfied, and 25(29.4%) are neutral to respond. Compared to other responses few number of employees 16(18.8%) satisfied, 6(7.1%) highly satisfied showed satisfaction on salary structure at the organization. The yearly bonus scheme revealed that large number of employee was highly dissatisfied with 34(40.0%) respondents. This may lead to high turnover intention to employees to experience quit their organization. The organization has a trend of introducing new yearly bonus scheme based on the performance appraisal of individual employees referring previous year achievement. 9(10.6%) of the employees are dissatisfied, 28(32.9%) responded neutral. Whereas, 9(10.6%) satisfied, and 5(5.9%) highly satisfied with the yearly bonus scheme and intended to remain in their organization.

**Table 4.5: Respondents Attitude to Job Stress**

<b>Item</b>	<b>Attributes</b>	<b>Responses</b>	<b>Frequ ency</b>	<b>Percent age</b>	<b>Mean</b>	<b>Standard deviation</b>
<b>1</b>	<b>There is no excess work load in the school</b>	Strongly disagree	26	30.6%	2.529 4	1.35917
		Disagree	23	27.1%		
		Neutral	7	8.2%		
		Agree	23	27.1%		
		Strongly agree	6	7.1%		
		<b>Total</b>	<b>85</b>	<b>100.0%</b>		
<b>2</b>	<b>There is stress arose due to conflict in my job</b>	Strongly disagree	8	9.4%	3.047 1	1.12235
		Disagree	18	21.2%		
		Neutral	30	35.3%		
		Agree	20	23.5%		
		Strongly agree	9	10.6%		
		<b>Total</b>	<b>85</b>	<b>100.0%</b>		
<b>3</b>	<b>There is stress due to being busy all the time</b>	Strongly disagree	6	7.1%	3.423 5	1.22840
		Disagree	16	18.8%		
		Neutral	18	21.2%		
		Agree	26	30.6%		
		Strongly agree	19	22.4%		
		<b>Total</b>	<b>85</b>	<b>100.0%</b>		
<b>4</b>	<b>There is high</b>	Strongly disagree	5	5.9%	3.117	1.12770

	<b>chance to do extra-curricular tasks</b>				6		
		Disagree	23	27.1%			
		Neutral	25	29.4%			
		Agree	21	24.7%			
		Strongly agree	11	12.9%			
		<b>Total</b>	<b>85</b>	<b>100.0%</b>			
<b>5</b>	<b>There is stress due to adoption of new technologies and systems, and unable to manipulate them.</b>	Strongly disagree	10	11.8%	3.529 4	1.32367	
		Disagree	9	10.6%			
		Neutral	16	18.8%			
		Agree	26	30.6%			
		Strongly agree	24	28.2%			
		<b>Total</b>	<b>85</b>	<b>100.0%</b>			

**Source: SPSS Output**

According to (Chan.Y,2014), as stress increases, job satisfaction and organizational commitment decrease, this will lead to motivate employees to leave their job. From the table 4.5, 26(30.6%) strongly disagree, 23(27.1%) disagree the assessment on ‘there is no excess work in the school’ indicating presence of excess work load, 23(27.1%) agree, 6(7.1%) strongly agree, 7(8.2%) responded neutral. The agreement of 29(34.2%) will not assure the existence of conducive environment indicates a varied work load and allotment of tasks among individuals. On the assessment ‘there is stress arose due to conflict in my job’ 20(23.5%) agree, 9(10.6%) strongly agree on the presence of a stress due to unclear separation of job resulting conflict in their job. The large proportion of the respondents 30(35.3%) did not decided on the existence of conflict on their job. 8(9.4%) strongly disagree, 18(21.2%) disagree on the existence of stress arise due to conflict on their job which results employees to intend to quit their job. Table 4.5/3 assessed the employee intention on ‘there is stress due to being busy all the time. Employees may not be happy if they spend their time busy all the time. The given table indicates the agreement of large number of employees on’ there is stress due to being busy all the time’ with 26(30.6%) agree, 19(22.4%) strongly agree. 18(21.2%) remained neutral about the response and 6(7.1%) strongly disagree, 16(18.8%) disagree and perceived there is stress due business all the time at work place. Extra-curricular task should be maintained on the basis of high motivation, engagement



and encouragement of employees. The overall result satisfies individual employees as well as the school community. But the existence of repeated extra-curricular tasks will maximize the chance to stress employees. From table 4.5/4 only 5(5.9%) strongly disagree, 23(27.1%) disagree, 25(29.4%) responded neutral. The other groups 21(24.7%) agree, 11(12.9%) strongly agree on the existence of high degree of stress arise due to working extra-curricular task parallel with the actual working time. The current business situation enforced many organizations to adopt new technology systems. Choosing the best system that fit with the ability of individual employees, the motivation of the employees to cope up with the new system determines its success. Incapability to manipulate the new system will initiate employees to frustrate and stress the employees. The table 4.5/5 showed 26(30.6%) agree, 24(28.2%) strongly agree on the assessment 'there is stress due to adoption of new technologies and systems, and unable to manipulate them.' 16(18.8%) employees responded neutral, the rest 10(11.8%) strongly disagree, 9(10.6%) disagree.

**Table 4.6: Respondents Reply on Job Satisfaction**

<b>Item</b>	<b>Attributes</b>	<b>Responses</b>	<b>Frequ ency</b>	<b>Percent age</b>	<b>Mean</b>	<b>Standard deviation</b>
<b>1</b>	<b>Are you satisfied with your current job?</b>	Highly dissatisfied	8	9.4%	3.3529	1.17216
		Dissatisfied	11	12.9%		
		Neutral	22	25.9%		
		Satisfied	31	36.5%		
		Highly satisfied	13	15.3%		
	<b>Total</b>	<b>85</b>	<b>100.0%</b>			
<b>2</b>	<b>The working condition is comfortable.</b>	Highly dissatisfied	4	4.7%	3.4706	1.05321
		Dissatisfied	10	11.8%		
		Neutral	27	31.8%		
		Satisfied	30	35.3%		
		Highly satisfied	14	16.5%		
	<b>Total</b>	<b>85</b>	<b>100.0%</b>			
<b>3</b>	<b>The organization follows the</b>	Highly dissatisfied	11	12.9%	2.9412	1.15833

	<b>policy of matching pay with performance.</b>	Dissatisfied	19	22.4%		
		Neutral	26	30.6%		
		Satisfied	22	25.9%		
		Highly satisfied	7	8.2%		
		<b>Total</b>	<b>85</b>	<b>100.0%</b>		
<b>4</b>	<b>Generally I am satisfied with this job.</b>	Highly dissatisfied	7	8.2%	3.2824	1.14030
		Dissatisfied	12	14.1%		
		Neutral	29	34.1%		
		Satisfied	24	28.2%		
		Highly satisfied	13	15.3%		
		<b>Total</b>	<b>85</b>	<b>100.0%</b>		

**Source: SPSS Output**

From the total respondents 31(36.5%) satisfied, 13(15.3%) highly satisfied being a teacher in the organization indicating that they are satisfied with the current job, 8(9.4%) highly dissatisfied, 11(12.9%) dissatisfied with their current job. The remaining proportion 22(25.9%) responded neutral on the satisfaction of their current job. Positive and favorable attitudes towards the job indicate job satisfaction, negative and unfavorable attitudes towards the job indicate job dissatisfaction, (Armstrong, 2006). Table 4.6/2 provided evidence on the working condition in the school is comfortable with 30(35.3%) satisfied, 14(16.5%) highly satisfied. 27(31.8%) responded a neutral response the working condition is comfortable. The presence of good working area will minimize the intention of turnover. The rest 4(4.7%) highly dissatisfied, 10(11.8%) dissatisfied with the working area is comfortable indicating dissatisfaction on their job.

The assessment revealed ‘the organization follows the policy of matching pay with performance’ is not clear with 26(30.6%) which is larger proportion of employee undecided, 22(25.9%) satisfied, 7(8.2%) highly satisfied, 11(12.9%) highly dissatisfied, 19(22.4%) dissatisfied. This indicates large numbers of employee are not satisfied with the match pay with performance policy followed by the school. The response from the assessment of satisfaction of employees with the job revealed 24(28.2%) satisfied, 13(15.3%) highly satisfied which is promising for the

school to stay in the job. The large proportion of employee 29(34.1%) are unclear with their present interest on their job and will quit their job at any time. 7(8.2%) highly dissatisfied, 12(14.1%) dissatisfied with their current job, which could be the indication of high turnover in the school.

**Table 4.7: Employee Intention to Leave**

Item	Attributes	Responses	Frequency	Percentage	Mean	Standard deviation
1	Do you have an intention to leave/ withdraw your organization within 1 year?	Being very unlikely	16	18.8%	2.9294	1.23238
		Being unlikely	11	12.9%		
		Neutral	29	34.1%		
		Being likely	21	24.7%		
		Being very likely	8	9.4%		
		<b>Total</b>	<b>85</b>	<b>100.0%</b>		
2	Are you considering quit your job to pursue non-work options?	Being very unlikely	11	12.9%	2.6941	1.08038
		Being unlikely	28	32.9%		
		Neutral	27	31.8%		
		Being likely	14	16.5%		
		Being very likely	5	5.9%		
		<b>Total</b>	<b>85</b>	<b>100.0%</b>		
3	Are you likely to stay with your current organization for the next year?	Being very unlikely	6	7.1%	3.4353	1.08504
		Being unlikely	7	8.2%		
		Neutral	30	35.3%		
		Being likely	28	32.9%		
		Being very likely	14	16.5%		
		<b>Total</b>	<b>85</b>	<b>100.0%</b>		
4	How likely is it that you will	Being very unlikely	10	11.8%	3.1294	1.11043

<b>leave the organization in the next 1 year?</b>	Being unlikely	9	10.6%		
	Neutral	34	40.0%		
	Being likely	24	28.2%		
	Being very likely	8	9.4%		
	<b>Total</b>	<b>85</b>	<b>100.0%</b>		

**Source: SPSS Output**

The above table 4.7/1 indicates majority of the employees 29(34.1%) did not give response if they have an intention to leave/withdraw the organization within 1 year, this may give a breath for the school that majority of the employees will stay in the school within a year. 21(28.2%) and one year respectively. The rest 16(18.8%) and 11(12.9%) are very unlikely and unlikely to quit their job. From the above table, 28(32.9%) employees are considering to quit their current job to pursue non-work option, whereas 11(12.9%) are very unlikely, reviling many employees are not intended to leave their job for non-work options. Compared to the above result few number of employees 14(16.5%) and 5(5.9%) are intended to leave the school for the same reason. It is possible to depict from the above table that 28(32.9%) likely and 14(16.5%) very likely to stay in their job by the next year. Above all 30(35.3%) are not decided whether to leave or stay in their current job by the next year. The rest 6(7.1%) and 7(8.2%) employees are very unlikely and unlikely to stay with their current organization for the next year. The next year will be very challenging and indicated 24(28.2%) likely and 8(9.4%) very likely to quit their organization in the next 1 year. However, 34(40.0%) employees did not responded if they are likely to leave the organization in the next 1 year. 10(11.8%) and 9(10.6) employees are very unlikely and unlikely to quit the organization by the next 1 year.

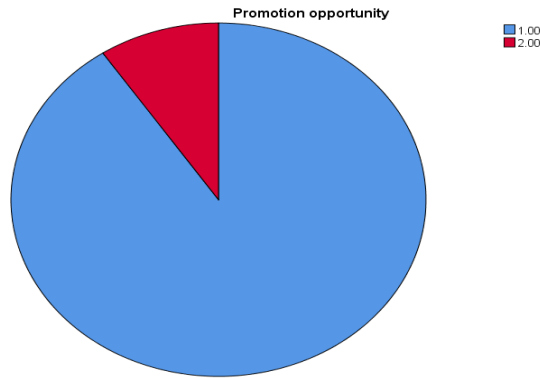
**Table 4.8: Respondents Feedback on Promotion Opportunity**

<b>S. No</b>	<b>Attributes</b>	<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
<b>1</b>	<b>Have you attended any training programs conducted by your organization?</b>	Yes (1)	77	90.6
		No (2)	8	9.4
		<b>Total</b>	<b>85</b>	<b>100.0</b>

**Source: SPSS Output**

Employee turnover intention was intensified due to performance appraisal, reward, working condition and equal employment opportunity as the main reason which caused employees to

have the intention to leave, Chong et.al (2013). On the assessment of providing equal opportunity for employees the organization succeed by maintaining 77(90.6%) for employees responding they have conducted training programs, while the rest 8(9.4%) employees did not attended a single training programs in their career.



**Chart: 4.1 Pie chart of Promotion Opportunity**

**Table 4.9: Turn Over Factors**

<b>Item No.</b>	<b>Factors</b>	<b>Aggregate mean</b>	<b>Aggregate standard deviation</b>
<b>1</b>	<b>Organizational climate</b>	<b>3.8642</b>	<b>.21489</b>
<b>2</b>	<b>Salary</b>	<b>2.8500</b>	<b>.40939</b>
<b>3</b>	<b>Job stress</b>	<b>3.1300</b>	<b>.39070</b>
<b>4</b>	<b>Job satisfaction</b>	<b>3.2600</b>	<b>.22730</b>
<b>5</b>	<b>Employee turnover intention</b>	<b>3.0475</b>	<b>.31753</b>

From the table it is possible to conclude that the organizational climate with (3.86 aggregate mean, .21 aggregate SD) showing great consistency in the response of organizational climate in the organization. There exists conducive and comfortable organizational climate which fastens collaboration in turn reduces turnover intention.

Salary with (2.85 mean, .41 SD) indicated the inconsistency of individual response with regard to the salary offer in the organization. It was found being the most sensitive factor encouraging employee intention to quit their job.

The level of job stress (3.12 mean, .39 SD) at work place in Spring of Knowledge Academy has a remarkable effect on majority of the respondents feeling stress and are intended to look other options.

Majority of the employees proved that they are satisfied with their current job (3.26 mean, .23 SD), are promising to stay with their current job.

The sense of employee perception to quit their job by the coming year remained indifferent according to the response gathered with (3.05 aggregate mean, .32 aggregate SD) shows consistency of the result found from employees perception to retain in the organization.

## UNIT FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter discussed the summary of major findings from the analysis of questionnaires using SPSS software distributed to teachers at Spring of Knowledge Academy. Based on the findings a conclusion has made indicating the intention to leave their organization is very high. Above all the chapter provided a recommendation to manage the very high intention at the organization.

#### 5.1. Summary of Major Findings

- It is found that employees have high intention to quit their job within 1 year, however considerable number of employee have less intention to withdraw their job considering to pursue non-work options. The very good news obtained was majority of the employee preferred to stay in their current job, whereas the intention observed by employees was high to quit their job by the next 1 year.
- Considerable number of respondents replied strong response to stay if they receive a salary increment, revealing salary increment remain contributing factor for employee retention mechanism.
- A strong agreement was observed regarding the organizational climate with treatment of employee with due respect, appreciation for good work. The result indicated the presence of harmonious relationship among colleagues in the school which suggested the good organizational culture exists.
- Salary related issues are most determinants of the intention of employee to leave. Results indicated that most employees disagree with the performance based incentives, overtime salary, salary structure and yearly bonus scheme adopted by the management.
- There is a great agreement with the presence of excess work load in the school, this resulted stress on the individual employees, due to being busy all the time, extra-curricular tasks, and adoption of new technologies and systems, and unable to manipulate them.
- The most determinant factor in job satisfaction would be job satisfaction. The results of the assessment indicated that majority of the employees are satisfied with their current job, the working condition in the school seems comfortable, indicating disagreement on the policy of matching payment with organization.

- The employees informed that they are satisfied with the job they are engaged, still unidentified whether they are satisfied or not with their job.

## **5.2. Conclusions**

The major objective of the research was to examine the factors affecting employee turnover intention at Spring of Knowledge Academy. Based on the findings obtained from the analysis, the researcher has developed the following conclusions:

- There is high intention of employees to quit their job by the next year. The major findings revealed that the majority of employees did not decide to stay or leave their organization by this year and the coming year. This may suggest employees will leave the school at any circumstance. Therefore, the management should work on identifying the pushing factors so that to make sure to sustain the employees.
- It is understandable that salary increment plays significant role as retention mechanism and motivates employees to invest their maximum potential in securing organizational success. The result indicated that majority of the employees are sensitive of salary increment to leave their organization. This indicates salary plays significant role on the employee turnover at Spring of Knowledge Academy.
- It is possible to manifest the monetary related motivations should be managed wisely and properly and affect the employees courage. The result from the assessment of employee satisfaction on incentives based on employee performance quietly an indication for employee intention to quit their job, the result on the assessment of salary structure identified that there is a problem with the structure made on the salary allotment of the employees.
- A significant number of employees responded that they are not satisfied with the yearly bonus salary scheme made by the organization, indicating high turnover rate at the beginning of every new school calendar year.
- It is very understandable that working under pressure and having uneven load among individuals with the same level results pressure and promotes intention to quit There exists varied work load among individual employees which may lead to high turnover, results proved that employees are working with stress arise due to business at work place.



- The adoption of new technologies and systems insists nearly 60% of employees unable to manipulate, and its frustration made employees to be stressed which may cause employees to leave their job.
- It is inferred that job satisfaction determines the success of the organization. However, payment which does not recognize performance will provoke individuals. The result indicated many employees are satisfied with their current job which is good news for the school. Larger portions are not satisfied with the payment policy matching with performance.
- Generally, promising number of employees agreed they are satisfied in their current job.
- Further studies are recommended on the field how salary and the adoption of new technological systems highly impacted the intention of employee turnover.

### **5.3. Recommendations**

From the observed findings the following recommendations are set:

- Employees are very sensitive with the salary increment that sustain the life span of the employees, therefore, the management should clearly manage the salary increment so as to satisfy the employees interest in order to eradicate turnover in the school.
- Remarkable numbers of employee are not sure of their feeling which may lead significant effect on their intention to quit. Therefore, the management should review its practices on employee treatment due respect, suggestion and grievance handling.
- Salary and related issues remained the most significant factor in SKA. The management of the school should give special attention on the salary structure and yearly bonus scheme. On the other hand, the school should keep good practices with performance based incentives, and overtime salary.
- The level of stress at job driven due to excess work load at school was significant. Therefore the management should provide adequate solution of stress management for individual employee. Furthermore, teachers should be clear with their role and conflicts due should be treated.
- Co-curricular activities were main reasons of stress at job for the teachers at SKA. It is recommended to manage the activities based on the interest and motivation of the participants, unless its application is only for the sake of report oriented than result.

- The adoption of new systems in the school would be recommended, but should be managed wisely according to the ability and readiness of employees to implement it. In addition, it is advisable to choose appropriate system that fit with the level of the employee exposure for new technological approaches, and frequent training.
- The satisfaction of the employees at current job was promising. This is due to the presence of comfortable working environment. But the disagreement on the policy of matching pay with performance needs special attention, therefore it has to be managed properly.
- It is highly recommended if further research and investigations carried out on the effect of salary related issues and the adoption of new technological systems and their impact on employee turnover.

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## ANNEX

### RESEARCH PROJECT TIME FRAME

S. No	Activities to be carried out	Time to complete the activities									Progress in percent
		Nov	Dec	Jan	Feb	Mar	April	May	June	July	
1	Preparation of research proposal										
2	Submission of research proposal to the advisor										
3	<b>Writing chapter one:</b> Introduction phase										
4	<b>Writing chapter two:</b> Review of related literature										
5	<b>Developing chapter three:</b> Research design and Methodology										
6	Submission of first draft to the advisor										
7	Preparing questionnaire and interview questions										
8	Pilot testing										
9	Distributing the questionnaire and scheduling interview date										

10	Collecting data (collecting the distributed questionnaire and conducting interview)									
11	Organizing the collected data									
12	<b>Writing chapter 4:</b> analysis and interpretation.									
13	<b>Writing chapter 5:</b> findings, conclusion and recommendations									
14	Preliminary writing-up.									
15	Submission of draft to the advisor									
16	Writing the final research report.									
17	Submission of final research report to the UU.									

## **BUDGET**

<b>No.</b>	<b>Operations</b>	<b>Amount (ETB)</b>
<b>1.</b>	<b>Stationary (copying and writing)</b>	<b>1500</b>
<b>2.</b>	<b>Transport and related costs</b>	<b>1500</b>
<b>3.</b>	<b>Cost of preparation and binding of report</b>	<b>3000</b>
<b>4.</b>	<b>Fee for research consultant or advisor</b>	<b>8100</b>
<b>5.</b>	<b>Miscellaneous cost</b>	<b>2000</b>
<b>Total Cost</b>		<b>16,100</b>

## SPSS Statistical Output Tables

### Statistics

		Employees are treated with due respect	Good work done is appreciated	Employees' suggestion and grievances' are considered	There is harmonious relationship among colleagues'	There is good organizational culture.
N	Valid	85	85	85	85	85
	Missing	0	0	0	0	0
Mean		3.9412	4.0353	3.6471	4.0706	3.6235
Std. Deviation		.87767	.91868	.99649	.88356	1.13365

### SPSS Statistics Output 1

### Statistics

		Performance based incentives	Overtime salary	Salary structure	Yearly bonus scheme
N	Valid	85	85	85	85
	Missing	0	0	0	0
Mean		3.1176	3.2235	2.7412	2.3176
Std. Deviation		1.26690	1.16881	1.13550	1.26502

### SPSS Statistics Output 2

### Statistics

		There is no excess work load in the school	There is stress arose due to conflict in my job	There is stress due to being busy all the time	There is high chance to do extra-curricular tasks	There is stress due to adoption new technologies and systems, and unable to manipulate them
N	Valid	85	85	85	85	85
	Missing	0	0	0	0	0
Mean		2.5294	3.0471	3.4235	3.1176	3.5294
Std. Deviation		1.35917	1.12235	1.22840	1.12770	1.32367

### SPSS Statistics Output 3



		<b>Statistics</b>			
		Are you satisfied with your current job?	The working condition is comfortable.	The organization follows the policy of matching pay with performance.	Generally I am satisfied with this job.
N	Valid	85	85	85	85
	Missing	0	0	0	0
Mean		3.3529	3.4706	2.9412	3.2824
Std. Deviation		1.17216	1.05321	1.15833	1.14030

**SPSS Statistics Output 4**

		<b>Statistics</b>			
		Do you have an intention to leave withdraw your organization within 1 year?	Are you considering quite your job to pursue non-work options	Are you likely to stay with your current organization for the next year	How likely is it that you will leave the organization in the next 1 year?
N	Valid	85	85	85	85
	Missing	0	0	0	0
Mean		2.9294	2.6941	3.4353	3.1294
Std. Deviation		1.23238	1.08038	1.08504	1.11043

**SPSS Statistics Output 5**

## Reliability

### Case Processing Summary

		N	%
Cases	Valid	85	100.0
	Excluded <sup>a</sup>	0	.0
	Total	85	100.0

### SPSS Statistics Output 6

List wise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
.917	21

## **RESEARCH QUESTIONNAIRE**

Dear respondent, I am a graduate student undertaking Masters of General Management at the Saint's Marry University. I am conducting a research study entitled **“ASSESSMENT OF PRACTICES AND CHALLENGES OF EMPLOYEE TURNOVER INTENTION IN SPRING OF KNOWLEDGE ACADEMY”**.

This questionnaire consists of a number of open ended questions about the organization in which you are working. Please read each question carefully and tick (√) the number corresponding to the response that most accurately represents your view, please provide your frank and honest opinion. Note that any information given will be treated with confidentiality and will only be used for the purpose of this research.

Thank you.

Yours sincerely,

Aschalew Worku

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The Questionnaire is confined in two sections;

**SECTION 1: DEMOGRAPHIC INFORMATION**

**Instruction: Kindly tick (√) the appropriate choice or fill the following questions in the box provided.**

**1. Gender:**

Male		Female	
------	--	--------	--

**2. Age Group**

18-25	
26-35	
36-45	
46-55	
Above 55	

**3. Educational Background**

Certificate	
Diploma	
Bachelor Degree	
Masters	
Other (specify if any)	

**4. How many years you have worked as a teacher?**

Less than 1 year	
1-2 years	
3-5 years	
6-9 years	
10-12 years	
Above 12 years	

**5. What is your current job position**

Main teacher	
Assistant teacher	
Supervisor	
Guidance and counselor	

## SECTION 2: LABOUR TURNOVER INTENTION FACTORS

Instruction: Please rate you best choice by putting a (√) in a column with a desired choice.

### A. ORGANIZATIONAL CLIMATE

1= Strongly disagree

2= Disagree

3= Neutral

4= Agree

5= Strongly agree

S. No	Attributes	1	2	3	4	5
1	There is a situation employees are treated with due respect in the organization.					
2	Good work done is appreciated in the school.					
3	How do you agree employees' suggestion and grievances' are considered properly?					
4	There is harmonious relationship among colleagues'.					
5	There is good organizational culture in the organization.					

### B. SALARY

1= Highly dissatisfied

2= Dissatisfied

3= Neutral

4= Satisfied

5= Highly satisfied

S. No	Attributes	1	2	3	4	5
6	How much you are satisfied with the yearly performance based incentives mechanism in the organization?					
7	Compared with other schools, the school has better salary pay to employees.					
8	The school has economic wise compensation and benefit packages.					
9	The school has adopted better yearly bonus scheme.					

### C. JOB STRESS

1= Strongly disagree

2= Disagree

3= Neutral

4= Agree

5= Strongly agree

S. No	Attributes	1	2	3	4	5
10	There is excess work load in the school.					
11	The conflict on my job created stress on my work place.					
12	There is stress due to being busy all the time at work place.					
13	The presence of high chance to do extra-curricular tasks creates stress on the workplace.					
14	Technological advancement and systems has increased my job stress.					

### D. JOB SATISFACTION

1= Highly dissatisfied

2= Dissatisfied

3= Neutral

4= Satisfied

5= Highly satisfied

S. No	Attributes	1	2	3	4	5
15	How much you are satisfied with the current job working in?					
16	How you are satisfied with the current working condition is comfortable?					
17	The policy of matching pay with performance followed by the organization is good.					

### E. EMPLOYEES' INTENTION TO LEAVE

1= Being very unlikely

2= Being unlikely

3= Neutral

4= Being likely

5= Being very likely

S. No	Attributes	1	2	3	4	5
18	I will stay in the organization within 1 year due to good organizational climate.					
19	I am considering quit the job to pursue non-work options.					
20	I will stay with the current organization for the next year if I received salary increment.					
21	I will leave the organization in the next 1 year due to high workload.					

### F. PROMOTION OPPORTUNITIES

S. No	Attributes	Yes	No
22	Have you attended any training programs conducted by your organization?		

23. If yes, how many training programs have you attended?

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24. If no, please specify the reasons?

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**THANK YOU FOR DEVOTING YOUR PRECIOUS TIME!!!**

