



**SCHOOL OF GRADUATE STUDIES**

**BUSINESS ADMINISTRATION PROGRAM**

**DETERMINANTS OF EMPLOYEE TURNOVER INTENTIONS  
THE CASE OF JAY JAY TEXTILE FACTORY**

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**ST.MARY'S UNIVERSITY**

**ADDIS ABABA, ETHIOPIA**

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**A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE  
STUDIES IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE DEGREE OF MASTER OF  
BUSINESS ADMINISTRATION (MBA).**

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ADDIS ABABA, ETHIOPIA**

**Mar, 2023**

## DECLARATION

I, Hayelom Ashenafi hereby declare that the thesis entitled: “**determinants of employee turnover intentions: - The Case of JAY JAY textile factory PLC**” submitted in partial fulfillment of the requirements for the degree of Masters of **Business Administration Program** of the Postgraduate Studies, St. Mary’s University and is a record of original research carried out by *Hayelom Ashenafi*, under the supervision and guidance of Tassew Shadega(PhD), and it has not been done before for the award of any Degree/Diploma/Fellowship or other similar title of any candidate of any university. Therefore, I recommend it to be accepted as fulfilling the thesis requirements.

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Signature

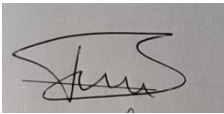

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Date

## CERTIFICATE OF APPROVAL

This is to certify that the thesis prepared by Hayelom Ashenafi, entitled “determinants of employee turnover intentions: - The Case of JAY JAY textile factory PLC” and submitted in partial fulfillment of the requirements for the Degree of Masters of MBA in Business Administration and complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

Signature of Board of Examiner`s:

		
Advisor	Signature	Date
External examiner	Signature	Date
		
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## **ABBREVIATIONS**

PLC- Private limited company

SPSS-Statistical Package for Social Sciences

HRM-Human Resource Management

## **ABSTRACT**

*The rate of employees enter and withdraw from organization has become a source of concern to HR manager. Turnover intention is defined as an employee's intent to find a new job with another employer or organization. Turnover intention is basically the manifestation of one's inner feeling about his or her job. The main objective of this study is to identify the major factors influencing employee turnover in JAY JAY textile factory PLC. To obtain information relevant to the study Primary data were collected through the use of questionnaire to the employees. Around 320 questionnaires were distributed and almost all questionnaires were successfully collected from the respondents. The study used both descriptive and explanatory research design. In order to achieve the objective of the study and answer the research questions, mixed research approach was used (qualitative and quantitative research approaches).The study used simple random sampling techniques. Data were analyzed using a statistical package for social sciences (SPSS). The result of the findings indicated the key determinants of employee turnover intention were independent variables job satisfaction, salary and reward ,leadership, peer pressure, policy and family. Salary and reward is the most significant factor that influences turnover intention. The finding also indicated the following effects of turnover including loss of young, qualified and experienced employees. Similarly it was concluded that employees are dissatisfied with salary and reward, opportunities to develop and grow, involvement in decision making In Company, Peers not encourage working hard and the policy resolve existing challenges were core factors for turnover. It was recommended that managers revise salary and reward packages, and employee to participate in the decision making process. And also Job satisfaction level has a major effect to the level of turnover in the organization .So the company in order to satisfy its employee it must ensure that job placement according to skill, experience and qualification to bring organizational productivity.*

### **Key words**

*Employee Turnover, Turnover intention, Compensation, Job satisfaction, Working environment, and Employment opportunity.*

# CHAPTER ONE

## INTRODUCTION

### 1. Background of the Study

Employee turnover is an important issue that possesses a significant challenge for organizations. Since human capital is central to an organization's performance, workforce attribution can have a profound impact on an organization's performance, growth and general business outcomes. Human resource is considered the center of all development processes of economy. However, today's competitive business scenario is deteriorating social conditions of human resources, hence causing employee turnover (Shukla, and Sinha, 2013).

Employee turnover refers to the rate at which an employer gains and losses employee, how long the staff tend to leave and join the organization (Armstrong, 2006).

Human recourses are one of the most valuable resources of an organization and indeed an organization is nothing without human resources. Getting and keeping good people is critical to the success of every organization. Labor turnover is an important and pervasive feature of the labor market. (Martin 2003) It affects both workers and the firms. Workers experience disruption, the need to learn new job-specific skills and find different career prospects. Firms suffer the loss of job-specific skills, disruption in production and incur the costs of hiring and training new workers. (Martin et al 2007)

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. (Mellor et al 2007)

Employee turnover is one of the most important study issues to organizations, and it is the one that needs special attention. Employees turnover is the process which employees leave there organizations. Turnover can be voluntary (employees intend to leave the organization) or involuntary (managers make employees redundant). Employees' voluntary turnover has adverse impacts on organizational effectiveness, efficiency and productivity (Shaw et al. 2002

Van der Merwe and Miller (1996) stated that employee turnover is a permanent withdrawal and also function of the person-work relationship, the author's emphasis that there should be a fit between the worker, agency and the environment. If this fit is not present or available, turnover is likely to occur. This relationship is considered pervasive. It can be affected by any or all aspects of the job situation, both inside and outside the employing organisation.005).

In an organization, what makes an employee leave or intend to leave is always the biggest question for any company and it is the most important and highly needed for any organization to achieve its goals and continue to progress (Sarminah 2006).

Intention to leave is defined as an employee's plan to quit the present job and look forward to finding another job in the near future. In order to reduce the magnitude of intention to leave among the employee, the organization must know the main reasons of the employee's intention to leave. Intention to turnover refers to an individual's perceived probability of staying or leaving an employing organization, (Cotton and Tuttle define, 1986 as cited in Ramesh et al, 2012).

According to Abassi and Hollman, (2000) sought to determine the effect of employee turnover on organizations and found that excessive employee turnover often causes far reaching consequences and, at the extreme, may jeopardize efforts to attain organizational objectives.

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).Therefore, it is essential to conduct a research to investigate determinants of employee turnover intentions in JAY JAY textile factory PLC.

## **1.1. Statement of the Problem**

Employee turnover has become a serious management problem because it brings financial and moral impact on the organization scarce resources. Today organization are finding difficult to retain well performing, well experienced, and soundly trained employees as a result of turnover. Currently the Organizations are facing a frequent turnover, and as such the high turnover is costing the Organizations in terms of delay in product and service quality delivery, money and time to replace and train new comer employees Productivity and profitability.

Organizations make investment on their employees by training and developing them, motivate them expecting a return which adds value to the organization performance. So when these employees leave, the organization may face a loss and other difficulties in

In the case of Ethiopia several published researches have been done on issues of turnover intention. One of the study conducted by Kumar (2011) conducted on Turn over issues in the textile industry in Ethiopia: A case of Arba Minch Textile Company with 138 samples. The researcher found that the turnover intention of employees is affected mainly due to low salary, poor work place relationship, lack of training, lack of recognition of job, lack of evaluation of job performance, lack of proper direction, lack of promotion and participation in decision making. It is also tested and proved that turnover is more from experienced and high performing male employees.

However, the studies show need to fill gap. They applied only descriptive research design, too small sample size, single approach (quantitative), employee's demographic variables difference toward turnover intention, inconsistent to valid regression assumptions, lack of lining to previous findings.

According to the informal discussions that the researcher had with employees and human resource managers of similar companies found in Lemi Industrial Park, it was indicated that turnover is becoming one of the major problems for most companies found in the park. These firms have lost a number of their fruitful employee due to several reasons. In this regard, the most of the informal discussion revealed that the reasons for turnover have been excessively attached to low salary.

On the other hand most employees leave their organization because not satisfied with their expectation doesn't match with what they do and not participant with diction making in JAY JAY textile factory PLC.

## **1.2. Research Questions**

In this study, the research will attempt to answer the following basic research questions:

1. What are the employee related factors age, education, sex, work experience that cause turnover intention?
2. What are the organizational factors policy, motivation, leadership determine turnover intention?
3. What is the relationship between employee turnover and work environment, work pressure and job satisfaction?
4. What is the implication of employee's turnover on organizational performance?

## **1.3. Objective of the Study**

### **1.3.1. General Objective**

The general objective of this study is determinants of employee turnover intentions: - The Case of JAY JAY textile factory PLC.

### **1.3.2. Specific Objectives**

- To see about employee turnover intention.
- To assess employee related factors age, education, sex, work experience that causes turnover intention.
- To learn about the organizational factors policy, motivation, leadership that determines turnover intention.
- To see relationship between employee turnover and work environment, work pressure and job satisfaction.
- To determine the implication of employees' turnover on organizational performance.
- To assess Strategies to Minimize Employee Turnover.



#### **1.4 Significance of the Study**

After the research is completed, its output will contribute a lot to those parties who have similar objectives and seek information on issues related to the study under investigation. The result of this study will be significant in various aspects. Firstly, it will help as a source of reference and a stepping stone for those researchers who want to make further study on the area afterwards.

Secondly, contribute for the existing knowledge about turnover and fill some of the gap between the previous research studies and the present research.

Thirdly, the study will draw some conclusions and identify the factors that determine turnover intentions of employees of in JAY JAY textile factory PLC.

#### **1.5. Scope of the Study**

The research is designed to examine the determinants of employee turnover intentions in JAY JAY textile factory PLC. Due to frequently raised issues inclusive of many variables, this study has focused on the demographic factors, job satisfaction, work environment, leadership, peer pressure, family, policy issue and salary and reward. In order to achieve the objective of the study the research design used descriptive and explanatory type of research design. The geographical scope of the study was delimited only to employees of JAY JAY Textile factory, which is located in bole lemi industrial park Bole sub city Addis Abeba, Ethiopia.

#### **1.6. Limitation of the Study**

This study has limitations in terms of the secondary data that show the magnitude of turnover in the past eight years of the company's journey. It so as the data compiled by the company is prepared in terms of each individuals name and related details in which case it was not found convenient to be used for this study. In this regard, this study only uses a primary data collected through questionnaires and interview.

## 1.7. Operational Definition of Terms

The following terms are defined in the context of the study:-

**Turnover:** is used to define either of voluntary and / or of an involuntary turnover.

**Intention:** is an act or instance of determining mentally upon some actions or result or the end or object intended, purpose (Oxford dictionary, 2006)

**Turnover intention:** A thought of leaving the organization (Tett& Meyer, 1993).

**Employee turnover:** is the difference in the rate of employees leaving a company and new employees filling up their positions

**Involuntary turnover:** used to refer separation of employees from the company that occurs when an employer fires or decides to terminate its relation with an employee due to economic reasons, or incompetence.

**Voluntary turnover:** used to refer to case of separation of an employee from its employer with his/her own decision for personal or professional reasons ending a work contract without any imposition or influence of any kind.

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

## 1.8. Organization of the study

The research paper is organized in five chapters. The first chapter includes introduction which covers background of the study, statement of the problem, research question, objective the study both general and specific, and significance of the study, scope of the study, limitation of the study and Definition of Terms. The next chapter explores different literatures which are related to the topic. The third chapter explains the research design and methodology applied to make the research. In the fourth chapter the researcher clearly presents, analyze the data collected and will interpret and discuss the findings briefly. Finally the last chapter which is chapter five concludes the paper by proving summary and recommendation.

## **CHAPTER TWO**

### **2. REVIEW OF RELATED LIRATURE**

#### **2.1. Introduction**

In every organization, organizations human resources are the key to meet sustainable competitive advantage while product innovation can be duplicated or imitate, but the synergy of a company's workforce cannot be replicated. It is for this reason that not only attracting talented employees but also retaining them is imperative for success of an organization. So that, employee turnover has become an important area of research from both a theoretical and practical standpoint. It is important from a theoretical perspective, in understanding how the underlying causes of turnover can provide insights into how to control the phenomenon. From a practical standpoint also, learning how to minimize the turnover of skilled employees is crucial in reducing employee replacement costs (Price, 1997).

Due to globalization heightening competition and advancement of labor market, organizations were losing much of its employees from time to time. According to Meaghan, et al., (2002), there is the need to find out causes of turnover, what determines employee turnover, effects and strategies that managers can put in place to minimize turnover. According to Lambert, et al., 2001, measuring turnover intention is the best method, because it is the variable that consistently and immediately precedes actual employee turnover

In this chapter, a literature and related views of various authors and previous research done are reviewed and the key concept under study in the research thesis, namely determinants of employee turnover intentions assessed.

#### **2.2Theoretical review**

##### **2.2.1. Meaning of Turnover, Employee turnover and Turnover intention**

Turnover means that another organization may gain a new knowledge employee who can become its competitive advantage.

Employee turnover refers to the number or percentage of workers who leave an organization and are replaced by new employees.

Turnover intention is a measurement of whether a business' or organization's employees plan to leave their positions or whether that organization plans to remove.

### **2.2.2 Definitions of Turnover**

Filipe F & Luis Borges (2012) defined turnover as the rotation of workers around the labor markets; between firms, jobs and occupations; and between the states of employment. 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. The turnover means that another organization may gain a new knowledge employee who can become its competitive advantage. The loss of knowledge employee is a threat for the former organization, which increases the significance of knowledge continuity (Hana and Lucie 2011).

According to Robbins (2003) turnover refers to the voluntary and involuntary permanent withdrawal from an organization. Rion (2009) also defined employee turnover as a ratio comparison of the number of employees an organization must replace in a given time period to average number of total employees. More over employee turnover does not only include the voluntary termination of employment but also the involuntary termination of membership of an organization .

Ponnu and Chuah (2010) defined employee turnover as a percentage comparison of the amount of individuals an organization should replace in a specific time of period to the average amount of total individuals within an organization. Tumwesigye (2010) defined employee turnover as a rotation of individuals around the labor market; it could be between companies, states of unemployment and employment, and between occupations and jobs.

### **2.2. 3 Types of Turnover**

#### **2.2.3.1. Voluntary Turnover vs. Involuntary Turnover**

Though there are many causes for staff turnover in an organization, all of them have not negative impact on the well - functioning of an organization. Organizations should differentiate between voluntary and involuntary turnovers and take actions on the one that they have control. Voluntary turnovers are those caused by the interest of the employee (e.g. to take job in other

organization for better salary) while involuntary turnovers are the decision of management to quit employees from work (e.g. dismissal for gross misconduct). In general, all resignations not formally initiated by employers are voluntary resignations. Voluntary turnovers are further distinguished between functional and dysfunctional turnovers. (Stephen,1998, pp.228).

**Voluntary turnover** is when an employee self- willingly makes the decision to leave the organization. When employees leave an organization at their own discretion, it is referred to as voluntary turnover (Noe, Hollenbeck, Gerhart Wright, 2006 as cited by (Arokiasamy 2013). It is initiated by the choice of the employee. The decision could be based on the employees obtaining a better job, changing careers or wanting more time for family or leisure activities. In most cases, the decision to leave is a combination if having attractive alternatives and being unhappy with aspects of the current job (Gomez, et al, 2001). According to (Manu, Negrin and Tzafrir, 2004) who study voluntary turnover believed it could be affected by a lack of job satisfaction, job stress as well as alternative opportunities.

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

### **2.2.3.2 Functional Turnovers vs. Dysfunctional Turnovers**

**functional turnover** (i.e. bad performers leave, good performers stay) can help reduce sub-optimal organizational performance (Johnson et al., 2000), excessive turnover can be detrimental to the firm’s productivity. This can result in the loss of business and relationships, and can even jeopardize the realization of the firm’s objectives. To compound the negative side effects of turnover, not all of the departing employees are considered sub-optimal performers.

**Dysfunctional turnover** (i.e. Good performers leave, bad performers stay) damages the organization through decreased innovation, delays services, lethargic implementation of new programs, and degenerated productivity (Abassi&Hollman, 2000). Such activity can radically

affect the firm's ability to prosper in today's competitive economy; leaving even the most ambitious firms unable to succeed due to the inability to retain the right employees

### **2.2.3.3 Avoidable Turnover vs. Unavoidable Turnovers**

Some voluntary turnover is avoidable and some is unavoidable. Avoidable turnover stems from causes that the organization may be able to influence. For example, if employees are leaving because of low job satisfaction, the organization could improve the situation by redesigning jobs to offer more challenge or more opportunities to develop their skills. Unavoidable turnover stems from causes over which the organization has little or no control. For instance, if employees leave because of health problems or a desire to return to school, there may be little the organization can do to keep them (Allen, 2008).

A great concern that many organizations, turnover increases cost of the organization particularly in job with minimum wages. There several factors influence the rate of turnover of an organization, and these factors could be from employees and employer. These factors could be compensation, benefits, wages, and job analysis and so on. According to Holtom, et al., (2008) in case of turnover, it causes indirect and direct expenses to an organization, which compromises the cost of human resource, training, advertising, retention and loss of productivity.

### **2.2.3.4 Internal Vs External**

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

### **2.2.3.5 Skilled Vs Unskilled Turnover**

Unskilled employees who are generally known as contract staff usually experience high turnover. The reason for their exit is not far-fetched. This category of employees do not have status of permanent contract and consequently do not enjoy the same condition of service like their permanent counterpart, as a result, they leave the organization at the slightest opportunity of having a more favorable job.

However, high turnover of skilled professionals can pose as a risk to the organization due to the human capital loss in the form of skills, training and knowledge. The specialization of skilled professionals makes them more likely to be re-employed within the same industry by a competitor. Therefore turnover of these individuals incurs both replacements cost to the organization as well as resulting in a competitive disadvantage to the business. These costs can be enormous especially if the employees occupy strategic position and play key roles in the organization (Samuel, et.al, 2012).

### **2.2.4 Turnover Intention**

Turnover intent is the cognitive process of thinking, planning, and desiring to leave a job. Mobleyetal study (1979 as cited in Shweta 1998). Turnover intention is serious issues especially in the field of Human Resource Management. This is focusing on market clearing level on the costs associated with high labor turnover. Turnover is, in fact, outcome of the turnover intentions.

Turnover intention has been widely used in many researches as an appropriate dependent variable as it is linked with actual turnover. Teff and Mayer (1993) have defined turnover intention as "the conscious and deliberate will fullness to leave the organization".

Focusing on the causes of employee intention to stay or leave has been one of the recent research approaches in an organizational turnover literature” (Martin, 1979 ). According to Naumann (1992), turnover as it “typically refers to the separation of an employee from the firm”. Conversely turnover intention is defined as a conscious and deliberate willingness to leave the organization (Tett& Meyer, 1993).

### **2.2.5. Causes of Employee Turnover Intention**

Employee turnover can be caused by various factors which in turn can have impacts in the performance and the future of an organization. These factors can stem from the employer, the employees or both. According to Bean, (2009) employees' wages, company benefits, employee attendance, and job performance and organizational commitment are factors that play a significant role in employee turnover, However, (Bratt on andGol d, 2003), Pendulwa, 2011) described the causal factors for turnover which include job not matching new employee's expectations, lack of attention from line managers, lack of training, lack of autonomy, lack of challenge and variety within the work. The researchers also described; low salary, poor benefits, lack of job securities , disappointment with the promotion and development opportunities, disappointment with standards of management such as unapproachable, uncaring and distant behavior and a failure to consult as factors for turnover . These factors are also crucial in garment sector. It is stated by many scholars that in turnover process even if employees usually points out one factor for their turnover choice, there are always more factors on the back hand that works as a driving force for that factor (Jaffar i , 2011).

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. nobody can deny the fact that demographic variables have constant positive or negative links with turnover ratio like tenure, educational level, age, etc. (Ali , 2014)

#### **2.2.5.1. Organization Factors**

In this aspect, enterprise culture and system, enterprise benefit and prospect, organization scale, salary, payment and promotion, relationship, training, employee involvement, individual work attitude and organizational justice will influence employee turnover. (Yanjuan, 2016)



#### **2.2.5.2. Social and Economic Factors**

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 turnover intention . (Yanjuan, 2016)

#### **2.2.5.3. Job Stress**

High rates of mergers, acquisitions, increasing economic interdependence among countries due to globalization, technological development, and restructuring have changed the organizational work over the last few decades have resulted in time pressure, excessive work demand, role conflicts, ergonomic insufficiencies and problematic customer relationship are causes of stress. Also to be consider stress as an environmental stimulus to a person, or an oddity between individual and environment. 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 .(Shukla& Sinha,2013)

#### **2.2.5.4. Compensation (Salary)**

According to Sinha and Shukla (2013) one common cause of high employee turnover rates is low pay and benefits package. When a worker is employed in a low-wage position with limited benefits, there is little incentive to stay if a similar employer offers even a slightly higher rate of pay. Workers who make more, but whose salaries fall short of the going market rate, may feel undervalued at their current companies and look for a company that will pay them what they're worth. Employees quit from organization due to economic reasons. The most common reason for employee turnover rate being so high is the salary scale because employees are usually in search of jobs that pay well. Low pay is good reason as to why an employee may be lacking in performance. Unequal or substandard wage structures fall under this category as well. When two or more employees perform similar work and have similar responsibilities, differences in pay rate can drive lower paid employees to quit. If you pay less than other employers for similar work, employees are likely to jump ship for higher pay, if other factors are relatively equal.(Shukla&Sinha, 2013).

Adequate and flexible benefits can demonstrate to employees that a company is supportive and fair, and there is evidence to suggest that benefits are at the top of the list of the reasons why employees choose to stay with their employer or to join the company in the first place (Lockhead and Stephens 2004).

Flexibility in benefits package can enhance retention, as it creates responsiveness to the specific needs and circumstances of individual employees (Rampur, 2009). Employees always search for organizations that provide more benefits and compensation packages. Besides, compensation and lack of challenge and opportunity were the most common factors in contemplating leaving the organization (Ramlall, 2003). It also found that, unequal or substandard wage structures that fall under salary and benefits category as a factor to leave the organization.

In line with salary and benefit packages, assistance or voluntary benefits provided by the organizations encourage employees to stay in the company (Rion, 2009). Organizations also used such assistance for creating good relationships in the organization with employees.

#### **2.2.5.5. Employee relationship with management**

Nature of management influences the individuals in terms of values of organization, image and existence of the firm. A poor relationship with the management can be an important reason for the employees to leave their jobs. It is relatively rare for people to leave jobs in which they are happy even when offered a higher salary elsewhere. Employer-employee relationship plays a vital role on turnover. Lack of role clarity by management can lead to labor turnover.

Supervision is an extrinsic factor and “dissatisfying” as well as a “demotivating” just like pay. This is because employees tend to perform better when they are under less supervision and freedom to exercise initiatives, judgment and self-approach to work. (Shukla & Sinha, 2013)

#### **2.2.5.6. Career Growth**

Career progress creates stress on employee's understanding of the worth of his or her career prospects. Obstacles in career development can appear at any time during an employee's employment period which serves as a source of stress for them. These stressing factors can include an array of problems like being stuck at a position without any hopes of progress or threats of downsizing. Career growth is much more important than salary in Europe or America

but it is counted equivalent to salary in Asian context. “Moving Up or Moving Out” counts career growth as basic for turnover. High employee turnover could also be due to no potential opportunity for advancements or promotions. Employees prefer other companies which may provide them with higher posts and increased compensation packages. (Shukla&Sinha, 2013)

#### **2.2.5.7. 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 likelihood 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.

#### **2.2.5.8. Leadership Style**

Ng’ethe and Namusonge (2012) states that leadership is a relationship that occurs when one person is able to influence the behavior of other people; relationship in which the leaders are able to use their human influence to make people achieve a certain goal.

Armstrong (2012) describes leadership as the “ability to persuade others willingly to behave differently”. Leadership style is a style that a leader adopts to deal with their followers (Ngure, 2013).

According to Amal and Nosheen (2014), *laisser-faire* leadership has minimum interaction with employees, does not give clear instructions and orders and leaders avoid responsibilities. In addition, employees are usually not motivated hence leading to job dissatisfaction and poor performance.

It is fairly likely that employees will not stay in their jobs due to the lack of support from managers (Mobley, 1977). Many researchers are of the view that poor supervision is one of the leading factors of employee turnover and, hence, it is vital for an organization to coach its

managers in order to improve their organizational and leadership skills (Porter and Steers, 1973). It comes to appear that employees do not have to be friends with their boss, but they need to have a good relationship with their respective boss. However, one argument put forward by management experts is that boss needs to provide direction and feedback, spend time in one-to-one meetings, and work with them cooperatively. HR managers often develop new ideas to improve employee retention, but HR experts believe that one of the most important retention tools is being a leader instead of a manager, so they suggest that a manager needs to push towards the potential of employees and appreciate them in terms of their performance. It would be also a responsibility of an effective leader to take care genuinely about their concerns and provide tools for personal and professional development (Guion and Gottier, 1965).

#### **2.2.5.9. Peer pressure**

Peer pressure is influence that a peer group, observers or individual exerts that encourages others to change their attitudes, values, or behaviors to conform to group norms. Social groups affected include membership groups, in which individuals are "formally" members, or social cliques in which membership is not clearly defined. A person affected by peer pressure may or may not want to belong to these groups. They may also recognize dissociative groups with which they would not wish to associate, and thus they behave adversely concerning that group's behaviors.

Previous studies of peer pressure were mainly focused on the situation in which an individual is pressured and they oppose this pressure (Brown et al. 2008). As the influence amongst peers is mutual there are questions, factors and mechanisms that arise, as well as the relationship between peer pressure and its relationship with different aspects of adolescent personalities. All of these factors play a role in the social changes and contextual factors in time and space in which the adolescent lives.

#### **2.2.5.10. Family Pressure**

Work-family issues have become increasingly important for employees, families, and organizations (Bourhis&Mekkaoui, 2010); with less time for family responsibilities and obligations creating stress on the home-work interfaces (Slan-Jerusalim& Chen, 2009).

Research by Major, Klein and Ehrhart (2002) stated that "long work hours are associated with increased work-family conflict and, at least indirectly, with psychological distress. Greenhaus

and Beutell(1985) defined work-family conflict as a “form of role conflict in which the pressures from work and family domains are mutually incompatible in some respect” .

### **2.2.6. Strategies to Minimize Employee Turnover**

For many years the human resource staff was there to provide advice and assistance and have used different techniques as needed to reduce turnover. Many organizations conduct exit interviews with employees who are voluntarily leaving. These interviews provide important information for changing HR and retention policies and practices to decrease employee turnover and improve organization performance (Murphy, 2009).

Voluntary employee turnover forces small business owners and leaders to understanding why turnover rates are high and create strategies to reduce voluntary turnover to improve employees’ job commitment (Hausknecht, Rodda, & Howard, 2009). Implementing reduction strategies to increase motivation and job satisfaction might reduce voluntary turnover intentions (Allen & Shanock, 2013). Organizational leaders should clearly define voluntary turnover strategies to retain valuable employees (Dong et al., 2012). Lack of voluntary turnover strategies could increase voluntary employee turnover (Mohlala, Goldman, & Goosen, 2012).

Retention could be improved by many factors like better recruitment effort, selecting right man for the right job, continuous review of job specifications and job descriptions, compensation practices, leadership and supervision, career planning and development, working condition, team building, centralization, organization communication and commitment, counseling leavers, flexible working hours, employee participation, turnover policies and appreciations ( Martin, 2005).

During the recruiting process, the job should be outlined and a realistic preview of the job presented, so that the reality of the job matches the expectations of the new employee. A good way to eliminate voluntary turnover is to improve selection and to better match applicants to jobs. Good employee orientation also helps to reduce turnover, because employees who are properly inducted into the company and are well-trained tend to be less likely to leave, a fair and equitable Compensation system can help prevent turnover, inadequate rewards may lead to voluntary turnover, Career planning and internal

promotion can help an organization keep employees, because if individuals believe they have no opportunities for career advancement, they may leave the organization (Anthony, 2006).

## **2.2.7 Measuring employee turnover**

### **2.2.7.1 Measuring Turnover**

Turnover has a significant impact on an organization and this need to be measured; the separation rate is calculated as below;

$$\frac{\text{Number of Leavers X 100}}{\text{Average NO. Employed}}$$

### **2.2.8. Benefits of Turnover**

According to Shumon (2012), "Sometimes employee turnover benefits organizations positively". This might happen when a poor performer is replaced by a more skilled employee and when a retired employee replaced by a younger one.

According to Glebbeek and Bax (2002), the following potential advantages of labor turnover could be listed:

Leave of relatively expensive employees: This applies especially in case a firm uses a compensation system based on seniority or if the premiums for social security are age related. If the rise of labor costs exceeds the increase of productivity of an employee, replacement of the latter becomes profitable

Leave of less productive employees: This refers to workers who lose productivity due to aging, physical and mental wear or because they cannot cope with rising work pressures.

Termination of bad matches: Even under the conditions of careful recruitment and selection procedures, some matches turn out to be better than others. This holds true especially when productivity and performance do not so much depend on technology as well as on social relations and contextual skills.

Innovation: Labor turnover creates possibilities for replacing employees and therefore enables firms to import new types of knowledge, ideas, experience and skills.

Advantage of market condition: The personnel demand of a firm is dependent on external conditions of which the market and the business cycle are important ones. Hence, some variation in the number of staff employed is inevitable.

Facilitating the internal Labor Market internal labor markets provide the opportunities for career development of employees within the organization which is an important instrument as a means of motivation. Turnover creates the vacancies required for the internal labor market to function properly.

The Price of Quality: Labor turnover is the price organizations have to pay for the employment of young highly skilled and well-educated professionals. Although these 'job hoppers' will leave the organization inevitably, during their stay they contribute significantly to the organization's success. Prevention of this kind of turnover would be the employment of more 'average' employees who are less attracted by the external labor market.

### **2.3 Effect of Employee Turnover Intention**

Many researchers argue that high turnover rates might have negative effects on the profitability and sustainability of organizations if not managed properly. On the other hand, turnover has effects on customer service and satisfaction. Catherine (2002) argues that turnover includes other costs such as lost productivity, lost sales, and management's time; estimate the turnover costs of an hourly employee to be \$3,000.00 to \$10,000.00 each. This clearly demonstrates that turnover affects the profitability of the organization and if it's not managed properly it would have negative effect on the profit.

### **2.4 Methods to Minimize Employee Turnover**

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

## **Training**

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

## **Mentoring Program**

A mentoring program integrated with a goal-oriented feedback system provides a structured mechanism for developing strong relationships within an organization and is a solid foundation for employee retention and growth. Effective communications including channels for open two way communication, employee participation in decisions that affect them, an understanding of what is happening in the organization and an understanding of the employer's main business concerns.

## **Feedback to Employees**

It is important for companies to give feedback and coaching to employees so that their efforts stay aligned with the goals of the company and meet expectations. During an employee's first few weeks on the job, an employer should provide intensive feedback. Employers should also provide formal and informal feedback to employees throughout the year. According to Johns and Saks (2007), today's workplace requires that criticism must come with support and a sense that the company is there to assist the employee in achieving and attaining success.

## **Instill a Positive Culture**

A company should establish a series of values as the basis for culture such as honesty, excellence, attitude, respect, teamwork and stimulating work environment that makes effective use of people's skills and knowledge, allow them a degree of autonomy on the job, provides an avenue for them to contribute ideas, and allow them to see how their own contribution influence the company's well-being. Support from peers and supervisors and recognition on the part of the employer that employees need to strike a good balance between their lives at work and outside of



work. A company that creates the right culture will have an advantage when it comes to attracting and keeping good employees (Martin, 2007).

### **Encourage Referrals and Recruit from within the Organization**

Having current employees offer referrals could help minimize confusion of job expectations. Current employees can realistically describe a position and the environment to the individual he/she is referring. Another way an employer can reduce the impact of staff turnover is to hire from within, since current employees have already discovered that they are a good fit in the organization (Batt, et al., 2001).

### **Make Employees feel Value**

According to Batt, et al. (2001), employees will go the extra mile if they feel responsible for the results of their work, have a sense of worth in their jobs, believe their jobs make good use of their skills and receive recognition for their contributions. Employees should be rewarded at a high level to motivate even higher performance. The use of cash payouts could be used for on-the-spot recognition.

### **Foster Trust and Confidence in Senior Leaders**

Develop strong relationships with employees from the start to build trust. Employees have to believe that upper management is competent and that the organization will be successful. An employer has to be able to inspire this confidence and make decisions that reinforce it. An employer cannot say one thing and do another. In addition, employers need to engage and inspire employees by enacting policies that show they trust them, such as getting rid of authoritarian style of management (Allen, et al., 2010).

### **Exit Interview**

Exit interview is the most common method used by most organization to assess employee's reasons for resigning. Many organizations conduct exit interviews with employees who are voluntarily leaving. Exit interviews provide important information for changing HR and

retention policies and practices to decrease employee turnover and improve organization performance (Phillips, 1999).

### **Attitude Surveys**

It is an approach to seek the views of employees before they leave and so provide a basis for the development of policies and practices that will deter them from so doing. These too are truly effective only if confidential-so as to maximize the chance of employees' stating honestly how they feel about their jobs, their perceived opportunities, their bosses, colleagues and the organization as a whole

### **2.5 Empirical Literature review**

Turnover may be caused by different factors. These factors of turnover intentions are different from organization to organization to some extent (Shah et al (2010)).Jha (2009) stated that no single factor can be attributed to turnover intentions and proposed to follow a holistic approach in studying factors affecting turnover intention of employees.

According to (Huselid, 1995) ,prior work has observed the determinants of both individual employees' departures and collective organizational turnover ,although most of the previous work has focused on the former. For example perception of organizational culture, perception of job security, the occurrence of a union ,compensation level, job satisfaction, organizational tenure, demographic variable such as age, gender, education, organizational commitment ,whether a job meets an individual's expectation or not were all predictive of employees' turnover Studying about factors cause employee turnover intention of garment. According to previous study by Kumar (2011) has conducted his research on Arba Minch Textile Company It is revealed that 51% of the employees leave the organization due to low salary. At the same time 41% of the employees leave when they get better job offers. Among the sample respondents, 7% of the employees leave due to job dissatisfaction. And also According to the opinion of the respondents, 60% employees who leave the organization are high performers. Only 7% stated that the turned employees are low performers. Employees aged 31 to 40, who leave the organization are high performers.

When looking at the study made by (Qureshi et al., 2012 ) on textile sector on Pakistan the most reasons for employees to leave the organization is working environment, work overload, job stress. As a result of the finding employee turnover intentions are positively related with the job stress, work overload, While negative relationship with working environment.

The study conducted on “Drivers of Turnover Intention in Public Sector Organizations” by Tamkeen Saleem and SeemaGul (2013) to examine the relationship of Pay Satisfaction, organizational commitment and perceived employment opportunities with Turnover intention. It was hypothesized that higher the pay satisfaction lower will be the turnover intention and higher the organizational commitment lower will be the turnover intention. It was also hypothesized that higher the pay satisfaction higher will be the organizational commitment as well as higher the perceived employment opportunities higher will be turnover intentions. In order to determine the relationships, results were analyzed by the use of Pearson Product Moment correlation coefficient. The overall results revealed significant relationship between the variables and supporting all the hypotheses.

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

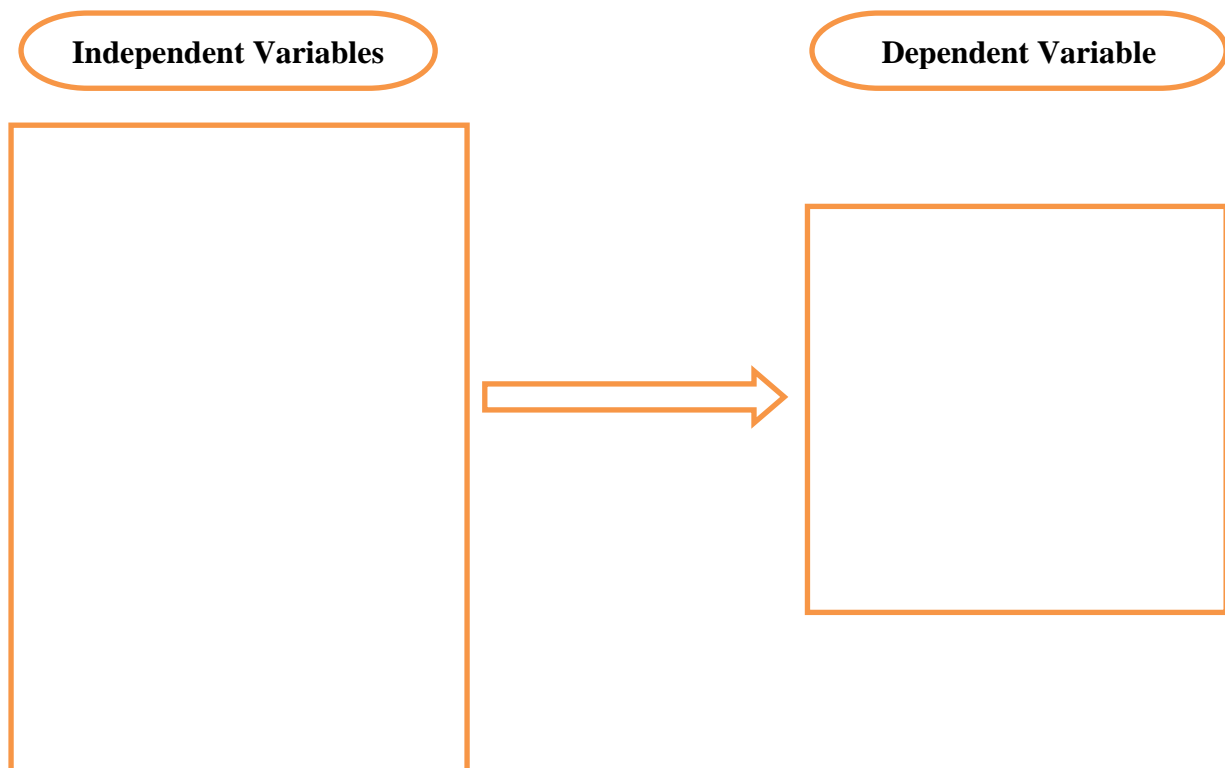
The other study conduct on “Assessment of Professional Employees Turnover and Retention Practice in Wegagen Bank S.C” by Selam Adenew 2015, present the major findings from the analysis of quantitative data and founded that perceived better opportunity, salary and benefit packages, job satisfaction and leadership as main factors for turnover intention of professional

employees in WB while, personal factors and working environment are not factor for professional employee's turnover intention in the bank.

Similar study conducted on “Determinants of Turnover in terms of Intention to Leave on NIB Bank S.C” by Tewfik Abdella 2015, founded that the primary element that emerged from questionnaires show that 88% of the factors were caused by internal factor such as low salary, lack of job satisfaction, poor staff involvement in organization issues, poor management, poor working resources, lack of staff development policy, job stress, lack of promotion, poor participation on decision making issues, lack of job challenges all these are internal factors. According to the findings 12% of the mentioned factors are caused by external factors like availability of job in other organization and searching habit.

## 2.6 Conceptual frame work of employee Turnover

The conceptual frameworks for the study has taken employee turnover as dependent variable and, personal factors(abilities, expectations and performance),social economic factors, job stress, compensation(salary), organization Factors(policy ,motivation ,leadership etc... ) employee relationship with management, career growth, are independent variable .



**Figure 1 conceptual framework of the study**

## **CHAPTER THREE**

### **3. RESEARCH METHODOLOGY**

#### **INTRODUCTION**

Research methodology is the specific science of research that needs to be followed to accomplish predetermined research. Hence, all specific method that is used in the course of accomplishing this thesis is presented in this chapter. It includes research design, method of data collection and analysis.

Research designs are plans and procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis (Creswell, 2009). The function of research design is to provide the collection of relevant evidence with minimal expenditure of effort, time and money (Kothari, 2004).

#### **3.1. Research Design**

In order to achieve the objective of the study the research design used descriptive and explanatory type of research design. Descriptive statics analysis is used to describe respondents and their perception on variables identify and it is also explanatory statics analysis as the research seeks to discover relationship between variables which means determinant factors and employee turnover intention.

#### **3.2. Research approach**

In order to achieve the objective of this study and answer the research questions researcher adopts mixed research approach to assess the main determinants of employee turnover intentions in JAY JAY textile factory PLC.

Mixed approach incorporate both quantitative research for the collection of data so that information can be quantified and qualitative research approach for describing, explaining and interpreting collected data.

### 3.3. Total target Population

A population is any complete group that shares some set of characteristic. The total population of the study consists of 1600 members of the JAY JAY textile factory PLC. Of these totals working forces of the organization employees which working as supervisors, managers and other labor work employees.

### 3.4. Sampling Techniques

A simple random sampling technique has been applied to obtain a representative sample of respondents. In addition samples from the population are collect by applying lottery method.

### 3.5. Sample size

The population of the study employees of in JAY JAY textile factory PLC garment Company, which were 1600in size. Sample size decision was determined using Yamane, (1967) as cited in Glenn, (2012) because it is commonly used by researchers. Accordingly, simple random sampling the sample size was determined using the formula as indicated below;

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

Source: Glenn D. (2013)

Where, N=population e=margin errors and n=sample size. With 95% confidence interval and at 5% error margin, the sample size for a population of 1600 was found to be as follow:

$$n = \frac{1600}{1+1600 (0.05)^2} = 320$$

Therefore, the sample size of the study is 320 persons from employees of JAY JAY textile Factory Company.

### 3.6. Type of Data

Primary type of data used to conduct the study. Primary data collected through interviews and questionnaires. This gives specific responses to the research questions. Primary data is recognized as data is gathered for a specific research in response to a particular problem through interviews and questionnaires.

### **3.7 Method of data collection**

In order to collect sufficient data that can answer the research questions, from employees and supervisors. The first was a questionnaire that consists of questions they are two types and level of measurement nature: - Demographic and Likert Scale. The second survey have been interviews aimed to collect data from the human resource managers of the company to also used for issues that require further elaboration and clarifications concerning the area of the study with respect to the JAY JAY textile factory PLC.

### **3.8 .Methods of Data Analysis**

In order to analyze the quantitative data obtained through questionnaire, first the data were tabulated analyzing and interpreting by using the appropriate statistical tools (descriptive statistics) like; frequencies, percentage supported by SPSS software and the inferential statics analysis was applied so as to establish the relationship between the variables (job satisfaction, salary and reward, leadership, peer pressure, policy and family.

The data obtained through interview have been analyzed qualitatively. Besides, the data collected using questions of the questionnaire and exit interviews were processed through qualitative discussion. The data was obtained via interviews. Consequently, the data collected from the respondents are analyzed; interpreted on the base of which major findings have be summarized and presented.

### **3.9 Validity and Reliability**

#### **3.9.1 Validity**

Validity refers to whether we are measuring what we want to measure (Mooi and Sarstedt, 2011). It is related to research methodology because its primary purpose is to increase the accuracy and usefulness of findings by eliminating or controlling as many

confounding variables as possible, which allows for greater confidence in the findings of any given study (Marczyk et al., 2005).

Validity is the accuracy of a measure or the extent to which a score truthfully represents a concept (G.Zikmund, J.Babin, C.Carr& Griffin, 2010). Researcher use validity test to ensure that the variables will be measure is accurate. For instance, assessed the validity of dependent variable through content validity where the evaluation of turnover intention should include reward system, employee boss relationship, working environment and job fit (person–job-fit) towards the intention. To check the validity of the questionnaire the researcher examined or tested it by consulting subject matter experts in the area like research advisor and course instructors to check the content and face validity as well as collecting feedback from the selected sample respondents to incorporate it into the questionnaire.

### 3.9.2 Reliability

Reliability is refers to the consistency of a measure. A test is considered reliable if we get the same result repeatedly. Reliability means the extent to which an experiment, test or any measuring procedures yield the same result repeatedly. In order to reliable, my research, the researcher use different mechanisms to avoid treats of reliability. Reliability is the degree to which what researchers measure is free from random error (Mooi and Sarstedt 2011) and it is concerned with the consistency or stability of the score obtained from a measure or assessment over time and across settings or conditions. If the measurement is reliable, then there is less chance that the obtained score is due to random factors and measurement error (Marczyk et al. 2005).Reliability assessments were done using Cronbach’s Alpha coefficient and the results.

#### Cronbach Alpha Test Result

Case Processing Summary

		N	%
Cases	Valid	298	99.3
	Excluded <sup>a</sup>	2	.7
	Total	300	100.0

a. Listwise deletion based on all variables in the procedure.



**Table 3.1. Reliability test (Cronbach's Alpha)**

Items	Cronbach's Alpha	N of Items
job satisfaction	0.768	7
Work environment	0.779	8
salary and reward	0.781	7
Leadership	0.769	9
Peer pressure	0.778	4
Policy	0.774	5
Family	0.780	4
Overall Reliability	0.787	44

Source: Researcher survey 2022

Table 3.1 shows that all variables have exceeded the minimum point of (.70) from their Cronbach's Alpha which measures the internal consistency. Therefore, all variables are consistent.

### **3.10. Ethical Considerations**

Regarding ethical consideration an attempt will be made to ensure all respondents to keep their identity and responses as confidential in order for all the information to be given in full confidence. The questionnaire will be distributed based on willingness of each respondent. In addition, the purpose of the questionnaire and interview will clearly indicated beforehand within questions. On the other hand, the study will conduct with the consent of the managements. The researcher has also tried to use polite words when writing the research report and care will be taken not to disappoint the target organization and those involved in the study.

## CHAPTER FOUR

### 4. PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

#### INTRODUCTION

This chapter deals with data presentation ,analysis and interpretations of the analyzed data. It includes two major analysis techniques. The first section presents demographic features of respondents which are the subject of the study and the second section of the chapter discusses the results and implications of the findings.

The results of data collected from 320populations of the study were; only 300 (93.75%) employees return the questionnaire. Some of the respondents left without completing the questionnaire.

Table 4: Response rate

Sample size		Returned		Unreturned	
Frequency	Percent	Frequency	Percent	Frequency	Percent
320	100%	300	93.75%	20	6.25%

Source: Own Survey, 2022

#### 4.1 Demographic Characteristics of the respondents

The demographic characteristics part of the questionnaire includes the personal futures like gender, Age, Educational qualifications and working experience .The detail are as follows ;

##### Table 4.1.1. Gender of the Respondents

The total populations of the study were 320; only 300 (93.75%) employees return the questionnaire. Some of the respondents left without completing the questionnaire. Most of the respondents 235(78%) were females while 65 (22%) were males.

**Statistics**

sex of participant

N	Valid	300
	Missing	0

**sex of participant**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	65	21.7	21.7	21.7
Female	235	78.3	78.3	100.0
Total	300	100.0	100.0	

**Table 4.1.1. Gender of the Respondents**

**Table 4.1.2. Age of the Respondents**

Regarding the respondents age category 177 (58.3%) are found to be 18-25 years of age and about 60(20.7%) of respondents are found to be 25-30 years of age; 30 (10%) are found to be in the age range of 30-35;15 (5%) are found to be in the age range of 35-40; 8(2.7%) are found to be in the age range of 45-50; whereas, the rest 1.3% of respondents are found to be age group of above50. From this one can infer that majority of respondents, i.e., 58.3%, are found to be in age group of 18-25 that JAY JAY textile factory PLC is composed of a very young and productive work

**Statistics**

age of participant

N	Valid	300
	Missing	0

**age of participant**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	175	58.3	58.3	58.3
	25-30	62	20.7	20.7	79.0
	30-35	30	10.0	10.0	89.0
	35-40	15	5.0	5.0	94.0
	40-45	8	2.7	2.7	96.7
	45-50	6	2.0	2.0	98.7
	>50	4	1.3	1.3	100.0
	Total	300	100.0	100.0	

**Table 4.1.2. Age of the Respondent**

**Table 4.1.3 . Education Level of the Respondents**

Based on the data, majority of the respondents, which is 160(53.3%) are 10+2 holders followed by 70(23% ) diploma holders and about 50 (17%) first degree and 20(6.7%) are Master’s degree holders .Based on this result it conclude that majority of the respondents were sufficient educational background. Majority of respondents are 10+2holders.

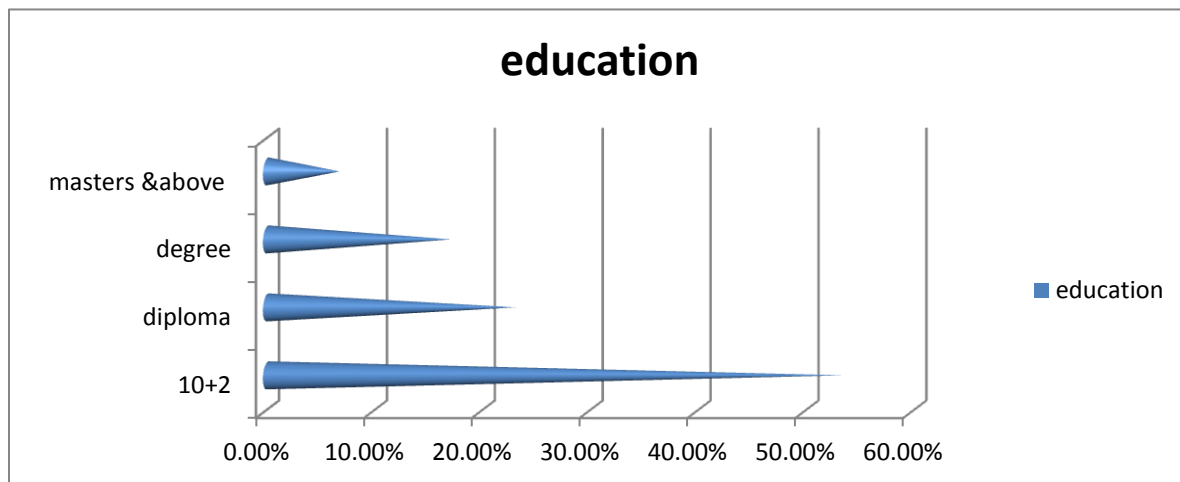
**Statistics**

education status of participant

N	Valid	300
	Missing	0

**education status of participant**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10+2	160	53.3	53.3	53.3
	Diploma	70	23.3	23.3	76.7
	Degree	50	16.7	16.7	93.3
	Masters and above	20	6.7	6.7	100.0
	Total	300	100.0	100.0	



**Figure 1. Education Level of the Respondents**

**Table 4.1.4. Level of the Respondents by Work Experience/Service year**

Regarding work experience in the JAY JAY textile factory plc., majority of respondents 191 (63.7%) have served the company for 1-5 years, 80(26.7%) less than one years, and the rest 29(9.7%) have served the company 6-10 years. No one to serve the company 11 and above years. As it can be seen, the majority of the respondents 63.7% have served the organization for 1-5 years.

**Statistics**

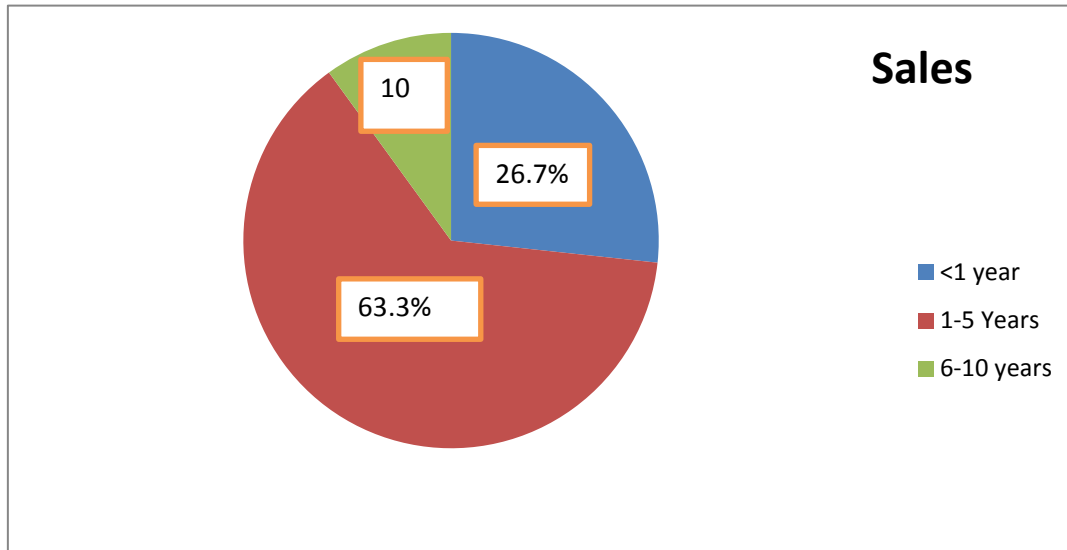
work experience of participant

N	Valid	300
	Missing	0

**work experience of participant**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <1 year	80	26.7	26.7	26.7
1-5 Years	191	63.7	63.7	90.3
6-10 years	29	9.7	9.7	100.0
Total	300	100.0	100.0	

**Table 4.1.4. work experience of participant**



**Figure 2. Work Experience/Service year of the Respondents**

#### 4.2. Factors causing employee turnover intention

**Table 4.2.1. Demographic and personal characteristics that affect employees' turnover intention.**

No.	Items		SA	A	UD	SD	D
1	I am the right type of person for this type of work	Freq'	150	95	30	20	5
		%	50%	31.6%	10%	6.7%	1.7%
2	A turnover intention of younger employees is higher than older employees in the organization.	Freq'	85	110	60	30	15
		%	28.3%	36.7%	20%	10%	5%
3	I am motivated to work collectively towards achieving common goals.	Freq'	165	102	23	10	0
		%	55%	34%	7.7%	3.3%	0%
4	Turnover intention of highly qualified employees is higher than less qualified employees.	Freq'	125	91	41	32	11
		%	41.7%	30.3%	13.7%	10.6%	3.7%
5	My personality is a good match for this job.	Freq'	151	113	18	12	6
		%	50.3%	37.7%	6%	4%	2%

Accordingly, in table 4.2.1 (item 1) the above table shows feedback provided by the respondents on i am the right type of person for this type of work, which is 50% and 31.6% strongly agrees and agrees respectively,10% neither agreed nor disagreed to this point ,6.7% of the respondents strongly disagrees and the rest 1.7 % disagrees. Based on this result, it's fair to conclude that considerable number of respondents believes that there's the right type of person for this type of work.

item 2 It is A turnover intention of younger employees is higher than older employees in the organization ,28.3% of the respondents' responded strongly agree ,36.7%agree, 20%neither agreed nor disagreed ,10%strongly disagree and 5% of the respondents responded disagree.

The finding is an indication that more than 35 % of the respondents were agree about A turnover intention of younger employees is higher than older employees in the organization.

Item-3 of the table i am motivated to work collectively towards achieving common goals, indicates 55%and 34%of the respondents strongly agree and agree respectively, While 7.7%neither agreed nor disagreed ,3.3%strongly disagree and no one responded disagree in this point. Based on this result, above 50%of the respondents strongly agree in motivated to work collectively towards achieving common goals.

Item-4 of the table shows 41.7% and 30.3% strongly agree and agree respectively about Turnover intention of highly qualified employees are higher than less qualified employees,13.7%neither agreed nor disagreed,10.6% and 3.7%strongly disagree and disagree respectively in the point. Conclude that majority of employee's strongly agree Turnover intention of highly qualified employees are higher than less qualified employees

Item-5 of the table indicates50.3%strongly agree my personality is a good match for this job,37.7% agree,6%neither agreed nor disagreed,4%strongly disagree and the rest 2% disagree. From the response 50%of the respondents strongly agree on my personality is a good match for this job.

**Table 4.2.2. Job satisfaction that affect employees' turnover intention**

No.	Items		SA	A	UD	SD	D
1	Most employees leave their organization because their expectation doesn't match with what they do.	Freq'	98	35	48	94	25
		%	32.7 %	11.7 %	16%	31.3%	8.3%
2	I am satisfied with my current job.	Freq'	63	39	90	50	58
		%	21%	13%	30%	16.7%	19.3%
3	Job satisfaction level has a major effect to the level of turnover in the organization.	Freq'	77	149	35	15	24
		%	25.7 %	49.7 %	11.7 %	5%	8%
4	Most of the time, I have to force myself to go to work.	Freq'	115	109	30	17	29
		%	38.3 %	36.3 %	10%	5.7%	9.7%
5	I am happy with my job placement according to my skill , experience and qualification	Freq'	64	118	51	39	28
		%	21.3 %	17%	9.3%	39.3%	13%
6	how satisfied are you with the amount of involvement you have in decision making in Company	Freq'	32	54	41	105	68
		%	10.7 %	18%	13.7 %	35%	22.6%
7	I am not stressed at work as I have enough time to get everything done on my job	Freq'	101	62	20	83	34
		%	33.6	20.7	6.7	27.7	11.3

As indicated in table 4.2.2(item 1)32.7%were strongly agree Most employees leave their organization because their expectation doesn't match with what they do,11.7%agree,16%nor neither agreed disagreed,31.3%strongly disagree and the rest 8.3% respondents disagree. The finding is an indication that majority of the respondents were strongly agree and strongly disagree on the point.

Item-2 of the table revealed 21%and 13% of the respondents strongly agree and agree respectively regarding their satisfied with my current job. On the other hand, 30%neither



agreed nor disagreed, 16.7% strongly disagree and 19.3% disagree. Based on the data conclude that majority of respondents responded neither agreed nor disagreed satisfied with my current job.

Item-3 of the above table shows 25.7% and 49.7% of the respondents strongly agree and agree respectively about their job satisfaction level has a major effect to the level of turnover in the organization. But, 5% strongly disagree and 8% disagree whereas 11.7% of the respondents neither agree nor disagree.

Looking into majority of the responses given, it's possible to conclude that job satisfaction level has a major effect to the level of turnover in the organization.

Item-4 of the above table describes 38.3% strongly agree Most of the time, I have to force myself to go to work, 36.3% agree, 10% neither agreed nor disagreed, whereas 5.7% and 9.7% of the respondents strongly disagree and disagree respectively. Based on this result, conclude that considerable number of respondents believes that Most of the time, I have to force myself to go to work.

Item-5 of the table revealed 21.3% and 17% strongly agree and agree respectively about their happy with my job placement according to my skill, experience and qualification. But 39.3% and 13% of the respondents strongly disagree and disagree respectively. The rest one 9.3% neither agree nor disagree. It conclude that above 35% of respondents responded strongly disagree with I am happy with my job placement according to my skill, experience and qualification.

Item-6 above table displays 10.7% strongly agree satisfied with the amount of involvement you have in decision making in Company, 18% agree, 13.7% neither agree nor disagree, whereas 35% and 22.6% strongly disagree and disagree respectively. Based on this result, conclude that majority of respondents strongly disagree with satisfied with the amount of involvement you have in decision making in Company.

Item-7 above table shows 33.6% strongly agree not stressed at work as I have enough time to get everything done on my job, 20.7% agree, 6.7% neither agree nor disagree, 27.7% and 11.3% strongly disagree and disagree on the statement. Based on the respondents' responses, one can conclude that I am not stressed at work as I have enough time to get everything done on my job.

**Table 4.2.3. Organization and work environment that affect employees' turnover intention**

No.	Items		SA	A	UD	SD	D
1	I am working under the unclean environment	Freq <sup>'</sup>	15	28	-	100	157
		%	5%	9.4%	-	33.3%	52.3%
2	There is a good relationship between the workers and the Supervisors in the factory	Freq <sup>'</sup>	66	138	40	21	35
		%	22%	46%	13%	7%	12%
3	There is discrimination in the company based on gender, race or on any other basis	Freq <sup>'</sup>	24	30	88	64	94
		%	8%	10%	29.3%	21.3%	31.4%
4	My working environment is initiating me to leave the organization.	Freq <sup>'</sup>	50	42	46	52	110
		%	17%	14%	15%	17%	37%
5	I like the working condition of my organization.	Freq <sup>'</sup>	91	137	20	18	34
		%	30%	46%	7%	6%	11%
6	At work, I have the necessary equipment and tools to facilitate my job.	Freq <sup>'</sup>	128	92	29	21	30
		%	42.7%	30.7%	9.6%	7%	10%
7	Working environment of team is not good for career growth.	Freq <sup>'</sup>	24	34	42	114	86
		%	8%	11.3%	14%	38%	28.7%
8	I feel that my work place is a safe environment.	Freq <sup>'</sup>	122	115	-	24	39
		%	40.7%	38.3%	-	8%	13%

As indicated in table4.2. 3(item 1)5%were strongly agree I am working under the unclean environment,9.4%agree,33.3%agree and 52.3%strongly disagree and disagree respectively. No one responded neither agreed nor disagreed. The finding is an indication that majority of the respondents were disagree on the statement.

Item-2 on the table shows 22% were strongly agree there is a good relationship between the workers and the Supervisors in the factory, 46% agree, 13% neither agreed nor disagreed, 7% and 12% strongly disagree and disagree respectively. Based on this result, conclude that majority of respondents responded there is a good relationship between the workers and the Supervisors in the factory.

Item-3 of the above table describes 8% were strongly agree there is discrimination in the company based on gender, race or on any other basis, 10% agree, 29.3% neither agreed nor disagreed, 21.3% strongly disagree and the rest 31.4% disagree on the point. It conclude that 31.4% of employees said that there is no discrimination in the company based on gender, race or on any other basis.

Item-4 of the above table specify 17% were strongly agree with my working environment is initiating me to leave the organization, 14%, 15%, 17% and 37% agree, neither agreed nor disagreed, strongly disagree and disagree respectively. Finding is an indication that majority of the respondents were disagree on my working environment is initiating me to leave the organization.

Item-5 the above table denote 30% were strongly agree i like the working condition of my organization, 46% agree, 7% neither agreed nor disagreed, 6% strongly disagree and the rest 11% disagreed. It conclude that majority of the respondents responded I like the working condition of my organization.

Item-6 on the table shows 42.7% were strongly a great work, I have the necessary equipment and tools to facilitate my job, 30.7% agree, 9.6% neither agreed nor disagreed, 7% and 10% strongly disagree and disagree respectively. Based on this result, conclude that majority of respondents strongly agree with the point.

Item-7 above table displays 8% were strongly agree Working environment of team is not good for career growth, 11.3% agree, 14% neither agreed nor disagreed, 38% strongly disagree and the rest 28.7% disagree. The majority of the respondents responded that strongly disagree on point.

Item-8on the table concerning 40.7%were strongly agree i feel that my work place is a safe environment,38.3%agree,8% and 13%strongly disagree and disagree respectively. No one responded neither agreed nor disagreed. Based on this result, conclude that majority of respondents strongly agree with i feel that my work place is a safe environment.

**Table 4.2.4.Salary and Reward that affect employees' turnover intention**

No.	Items		SA	A	UD	SD	D
1	Most employees leave their organization because of low salary in search of better salary	Freq'	149	112	9	11	19
		%	50%	37%	3%	4%	6%
2	I am paid according to my working experience	Freq'	25	32	34	97	112
		%	8.3%	10.7%	11.3%	32.3%	37.4%
3	The salary of the company is good according to the work you are performing	Freq'	12	27	13	134	114
		%	4%	9%	4.3%	44.7%	38%
4	I am satisfied with my pay	Freq'	20	16	38	140	86
		%	6.7%	5%	12.7%	46.7%	28.7%
5	The reward practice in the organization matches the performance of employees.	Freq'	81	76	40	54	49
		%	27%	25.3%	13.3%	18%	16.3%
6	I receive adequate recognition and rewards for a job well done	Freq'	57	62	11	80	90
		%	19%	20.6%	3.6%	26.6%	30%
7	I feel that I am rewarded with better appraisal rates and grade promotions based on my actual performance	Freq'	48	69	22	72	89
		%	16%	23%	7.3%	24%	29.7%

According to table4.2.4(item 1)Respondents were asked to tell their opinion related to most employees leave their organization because of low salary in search of better salary50% of respondents strongly agree,37%agree,3%neither agreed nor disagreed,4% and 6%strongly

disagree and disagree respectively. From this it is possible to conclude that the employees are strongly agree leave their organization because of low salary in search of better salary.

Item-2 above table suggest Respondents were asked to tell their opinion related to I am paid according to my working experience 8.3%, 10.7%, 11.3%, 32.3%, and 37.4% strongly agree, agree, neither agreed nor disagreed, strongly disagree and disagree respectively. Conclude that majority of respondents 37.4% disagree with paid according to my working experience.

Item-3 above table displays Respondents were asked to tell their opinion related to The salary of the company is good according to the work you are performing 4% strongly agree, 9% agree, 4.3% neither agreed nor disagreed, 44.7% strongly disagree and the rest 38% disagree. It conclude that majority of respondent strongly disagree on point.

Item-4 above table shows Respondents were asked to tell their opinion related to i am satisfied with my pay 6.7% strongly agree, 5% agree, 46.7% and 28.7% strongly disagree and disagree respectively. The rest 12.7% neither agreed nor disagreed. Finding on the above statement 45% responded not satisfied with payment.

Item-5 above table denote Respondents were asked to tell their opinion related to the reward practice in the organization matches the performance of employees 27% strongly agree, 25.3% agree, 13.3% neither agreed nor disagreed, 18% and 16.3% strongly disagree and disagree respectively. Findings on the above statement satisfied with reward practice in the organization matches the performance of employees.

Item-6 above table displays Respondents were asked to tell their opinion related to I receive adequate recognition and rewards for a job well done 19% strongly agree, 20.6% agree, 3.6% neither agreed nor disagreed, 26.6% strongly disagree and the rest 30% disagree. Finding of above statement the majority of the respondents responded that disagree on point.

Item-7 above table record Respondents were asked to tell their opinion related to I feel that I am rewarded with better appraisal rates and grade promotions based on my actual performance 16% and 23% strongly agree and agree respectively, 24% and 29.7% strongly disagree and disagree respectively, the rest 7.3% neither agreed nor disagreed. Based on this result, conclude that majority of respondents disagree with the point.

**Table 4.2.5. Leadership that affect employees' turnover intention**

No.	Items		SA	A	UD	SD	D
1	My manager provides clear goals for our group	Freq'	82	80	30	46	62
		%	27.3 %	26.7 %	10%	15.3 %	20.7 %
2	My manager role models how to work effectively with others.”	Freq'	69	91	22	51	67
		%	23%	30.3 %	7.3%	17%	22.3 %
3	My manager allows me the freedom to do my job as I feel best.”	Freq'	77	68	41	49	65
		%	25.7 %	22.7 %	13.7 %	16.3 %	21.7 %
4	My manager has the necessary technical ability to lead our group.”	Freq'	97	101	16	49	37
		%	32.3 %	33.7 %	5.3%	16.3 %	12.3 %
5	My manager is a highly effective leader.”	Freq'	68	116	19	37	60
		%	22.7 %	38.7 %	6.3%	12.3 %	20%
6	“My manager values my input and perspective.”	Freq'	96	78	39	51	36
		%	32%	26%	13%	17%	12%
7	My manager gives me opportunities to develop and grow.”	Freq'	43	56	21	88	92
		%	14.3 %	18.7 %	7%	29.3 %	30.7 %
8	My manager offers useful feedback regularly.”	Freq'	94	118	15	48	25
		%	31.3 %	39.3 %	5%	16%	8.3%
9	My manager seeks to share important information with me in a timely manner.”	Freq'	79	122	33	24	42
		%	26.3 %	40.7 %	11%	8%	14%

As indicated in table 4.2.5 (item 1) 27.3% and 26.7% were strongly agree and agree respectively my manager provides clear goals for our group, 10% neither agreed nor disagreed, 15.3% and 20.7% strongly disagree and disagree respectively. Conclude that majority of respondents strongly agree with my manager provides clear goals for our group.

Item-2 of the above table shows 23% were strongly agree my manager role models how to work effectively with others, 30.3% agree, 17% and 22.3% strongly disagree and disagree respectively, the rest 7.3% neither agreed nor disagreed. Finding on the result majority of respondents (30.3%) agree on point.

Item-3 on the table 25.7% were strongly agree my manager allows me the freedom to do my job as I feel best, 22.7% agree, 13.7% neither agreed nor disagreed, 16.3% strongly disagree and 21.7% disagree. Finding on the statement majority of respondents strongly agree with my manager allows me the freedom to do my job as I feel best,

Item-4 above table displays 32.3% were strongly agree my manager has the necessary technical ability to lead our group, 33.7%, 5.3%, 16.3% and 12.3% agree, neither agreed nor disagreed, strongly disagree and disagree respectively. Finding on the result majority of respondents (33.7%) and (32.3%) agree and strongly agree respectively on point.

Item-5 above table shows majority of respondents (38.7%) responded agree with my manager is a highly effective leader, 22.7% strongly agree, 12.3% strongly disagree, 20% disagree, and the rest 6.3% neither agreed nor disagreed on point. This indicates that they are effective leader in the company.

Item-6 above table record majority of respondents (32%) and (26%) responded strongly agree and agree respectively with my manager values my input and perspective, 13% neither agreed nor disagreed, 17% strongly disagree and 12% disagree. Finding on the result majority of respondents are strongly agree with manager values are my input and perspective.

Item-7 above table shows majority of respondents 30.7% responded disagree with my manager gives me opportunities to develop and grow, 29.3% strongly disagree, and 14.3% and 18.7% strongly agree and agree respectively. The rest 7% neither agreed nor disagreed. Based on the result it conclude that the manager not support employees to develop and grow.

Item-8 above table displays majority of respondents 39.3% responded agree with my manager offers useful feedback regularly, 31.3% strongly agree, 5% neither agreed nor disagreed, 16% and 8.3% strongly disagree and disagree respectively. Based on the above statement respondents found to be satisfied with give feedback to work hard.

Item-9 of the table revealed majority of respondents 40.7% responded agree with my manager seeks to share important information with me in a timely manner, 26.3%, 11%, 8% and 14% strongly agree, neither agreed nor disagreed, strongly disagree and disagree respectively on point. This implies that majority of respondents responded that manager share important information day to day activities.

**Table 4.2.6. Peer Pressure that affect employees' turnover intention**

No.	Items		SA	A	UD	SD	D
1	your peers naturally play a greater role in your life	Freq	96	99	26	41	38
		%	32%	33%	8.7%	13.7%	12.7%
2	Peers encourage you to work hard	Freq	57	53	39	73	78
		%	19%	17.7%	13%	24.3%	26%
3	Your friends listen and give you feedback as you try out new ideas, explore belief, and discuss problems.	Freq	79	109	23	54	35
		%	26.3%	36.3%	7.7%	18%	11.7%
4	Peers can help you make decisions in work place	Freq	112	78	26	28	56
		%	37.3%	26%	8.7%	9.3%	18.7%

As indicated in table 4.2. 6 (item 1) Respondents were asked to tell their opinion related to your peers naturally play a greater role in your life 32% strongly agree, 33% agree, 13.7% and 12.7% strongly disagree and disagree respectively. The rest 8.7% neither agreed nor disagreed. Based on this statement, it conclude that majority of respondents agree with the point.

Item-2 above table prove Respondents were asked to tell their opinion related to Peers encourage you to work hard 19% strongly agree, 17.7% agree, 13% neither agreed nor disagreed, 24.3% and 26% strongly disagree and disagree respectively. Based on the result, conclude that majority of respondents strongly disagree Peers encourage you to work hard.



Item-3 above table denote Respondents were asked to tell their opinion related to Your friends listen and give you feedback as you try out new ideas, explore belief, and discuss problems majority of respondents (36.3%) responded agree,26.3%strongly agree,18% and 11.7%strongly disagree and disagree respectively. The rest 7.7%neither agreed nor disagreed. It show that majority of respondents agree with the point.

Item-4 above table shows Respondents were asked to tell their opinion related to Peers can help you make decisions in work place majority of respondents (37.3%) responded strongly agree,26%, 8.7%, 9.3% and 18.7% agree, neither agreed nor disagreed, strongly disagree and disagree respectively. From the finding of the study peers are help to participates in decisions making.

**Table 4.2.7.Policy that affect employees' turnover intention**

No.	Items		SA	A	UD	SD	D
1	Is there policy in the company	Freq'	65	86	48	41	60
		%	21.7%	28.7%	16%	13.7%	20%
2	If the policy easily understandable	Freq'	84	96	54	40	26
		%	28%	32%	18%	13.3%	8.7%
3	Is this policy critical to workplace health or safety?	Freq'	68	91	62	28	51
		%	22.7%	30.3%	20.7%	9.3%	17%
4	Would the policy resolve existing challenges	Freq'	54	62	39	79	66
		%	18%	20.7%	13%	26.3%	22%
5	Might the lack of the policy contribute to reputational risk or misrepresentation by an employee?	Freq'	102	74	23	49	52
		%	34%	24.7%	7.7%	16.3%	17.3%

According to table4.2.7(item 1)majority (28.7%) responded that agree with is there policy in the company, 21.7%strongly agree, 13.7% and 20%strongly disagree and disagree respectively. The

rest 16% neither agreed nor disagreed on point. Based on this result, it's fair to conclude that considerable number of respondents believes that there is policy in the company.

Item-2 above table explains majority (32%) responded that agree with if the policy easily understandable, 28% strongly agree, 18% neither agreed nor disagreed, 13.3% strongly disagree and 8.7% disagree. From the finding it conclude that the policy easily understandable.

Item-3 above table shows majority (30.3%) responded that agree with this policy critical to workplace health or safety, 22.7% strongly agree, 9.3% and 17% strongly disagree and disagree respectively. The rest 20.7% neither agreed nor disagreed on point. Based on the result the policy is critical to workplace health or safety.

Item-4 above table displays majority (26.3%) responded that strongly disagree with would the policy resolve existing challenges, 22% disagree, 13% neither agreed nor disagreed, and 18% and 20.7% strongly agree and agree respectively on the statement. It shows the above statement there is easily understandable policy in the company but the policy not resolves existing challenges.

Item-5 above table denote majority (34%) responded that strongly agree with Might the lack of the policy contribute to reputational risk or miss representation by an employee, 24.7% agree, 16.3% and 17.3% strongly disagree and disagree respectively. The rest 7.7% neither agreed nor disagreed on statement. Based on the result majority of respondents responded that strongly agree with the statement.

**Table 4.2.8.Family that affect employees’ turnover intention**

No.	Items		SA	A	UD	SD	D
1	your parents usually chose your friends	Freq’	88	76	54	21	61
		%	29.3 %	25.3 %	18%	7%	20.3 %
2	Your parents support your work	Freq’	125	102	-	23	50
		%	41.7 %	34%	-	7.7%	16.7 %
3	If you discuss about work with family	Freq’	53	61	22	88	76
		%	17.7 %	20.3 %	7.3%	29.3 %	25.3 %
4	Family’s push you leave works	Freq’	41	37	29	102	91
		%	13.7 %	12.3 %	9.7%	34%	30.3 %

As indicated in table4.28(item 1) Respondents were asked to tell their opinion related to your parents usually chose your friends 29.3% and 25.3% strongly agree and agree respectively, 18% neither agreed nor disagreed, 7% and 20.3% strongly disagree and disagree respectively. Based on above statement majority of respondents responded strongly agree your parents usually chose your friends.

Item-2 of the table revealed Respondents were asked to tell their opinion related to did their parents support their work majority of respondents (41.7 %) responded strongly agree, 34 agree, 7.7% and 16.7% strongly disagree and disagree respectively. No one responded neither agreed nor disagreed on point. It shows that parents support employees to work hard.

Item-3 above table displays Respondents were asked to tell their opinion related to If you discuss about work with family 17.7% strongly agree, 20.3% agree, 7.3% neither agreed nor disagreed , 29.3% and 25.3% strongly disagree and disagree respectively. Based on above statement majority of respondents responded strongly disagree discuss about work with family.

Item-4 above table shows Respondents were asked to tell their opinion related to Family's push you leave works majority of respondents (34%) responded strongly disagrees, 30.3% disagree, and 13.7% and 12.3% strongly agree and agree respectively. The rest 9.7% neither agreed nor disagreed on Family's push you leave works. This indicates that majority of respondents responded that disagree with Family's push you leave works.

### **4.3. Correlation Analysis**

A correlation coefficient is a very useful means to summarize the relationship between two variables with a single number that falls between -1 and +1 (Field 2005). A correlation analysis with Pearson's correlation coefficient was conducted on all the variables in this study to explore the relationship between variables. According to guidelines suggested by Field (2005) to interpret the strength of relationship between variables, the correlation coefficient( $r$ ) is as follows: if the correlation coefficient falls between 0.1 - 0.29, it is weak; 0.3 to 0.49 is moderate; and  $> 0.5$  is strong relationship between variables.

In this study, bivariate Pearson correlation was used to examine the relationship between variables using a two tailed test of statistical significance at the level of 99% confidence and significance  $< 0.01$ .

**Table4.3. 1. Correlations analysis**

		JOBS	WORKE	SAR	LESHIP	PPI	POLICY	FAMILY
JOBS	Pearson Correlation	1	.193**	.132*	.344**	.256**	.226**	.122*
	Sig. (2-tailed)		.001	.023	.000	.000	.000	.035
	N	300	300	298	300	300	300	300
WORKE	Pearson Correlation	.193**	1	.111	.147*	.116*	.106	.055
	Sig. (2-tailed)	.001		.057	.011	.044	.066	.342
	N	300	300	298	300	300	300	300
SAR	Pearson Correlation	.132*	.111	1	.088	.108	.127*	.120*
	Sig. (2-tailed)	.023	.057		.128	.062	.028	.039
	N	298	298	298	298	298	298	298
LESHIP	Pearson Correlation	.344**	.147*	.088	1	.151**	.282**	.136*
	Sig. (2-tailed)	.000	.011	.128		.009	.000	.018
	N	300	300	298	300	300	300	300
PPI	Pearson Correlation	.256**	.116*	.108	.151**	1	.090	.078
	Sig. (2-tailed)	.000	.044	.062	.009		.118	.178
	N	300	300	298	300	300	300	300
POLICY	Pearson Correlation	.226**	.106	.127*	.282**	.090	1	.212**
	Sig. (2-tailed)	.000	.066	.028	.000	.118		.000
	N	300	300	298	300	300	300	300
FAMILY	Pearson Correlation	.122*	.055	.120*	.136*	.078	.212**	1
	Sig. (2-tailed)	.035	.342	.039	.018	.178	.000	
	N	300	300	298	300	300	300	300

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

Correlation between job satisfaction with leadership issue and peer pressure positive relationship and correlation is significant at 0.001. And also weak relation with work environment, salary and reward system, policy and family issue (0.19, 0.13, 0.22 and 0.1) respectively.

The relation between work environment and other variables are weak. The same to salary and reward system.

Leadership issue positive relation with job satisfaction and policy correlation is significant at 0.001. and weak relation with work environment, salary and reward, peer pressure and family issue (.147, .088, .151 and .136) respectively. Peer pressure weak relation with policy and family issue.

#### **4.4. Analysis of the interview**

The following result shows interview made with HRM administrator of JAY JAY textile factory PLC on the issues of related to is if there is a high rate of turnover in your organization, major reasons for turnover of employees, is there challenges the company has faced due to turnover related with performance of the company, is mismatch between employees' professional skills, knowledge, and abilities and those required by the job the causes of turnover intention, is there working environment of the company is attractive in compare to other competing company, is smooth relationship between management and employees and What techniques the company reduce turnover?

According to the view of the HRM administrator, when it comes to the existence of turnover, HRM administrator said that turnover is common at JAY JAY textile factory PLC. The reason for the observed turnover in the company is mainly due to low salary and reward system. The organization does not have any reward system to retain professional employees so professional employees leave the organization to other competitive organizations provided suitable reward in terms of financial and nonfinancial benefits.

Turnover greatly reduced the working force which directly lowers our productivity. As a result, the amount of production decreases significantly to the extent that we are unable to deliver job orders we have contracted from potential customers.

In the company working environment good because fulfill necessary facilities for employments to do work better. In fact, this issue has also been mentioned by majority of the respondents who have completed the questionnaires under section 4.2.3 above i like the working condition of my organization.

Concerning to job fit there is a mismatch b/n the employee qualification and job position in addition the management adopts the job rotation system. i.e. employees are transferred from one position to another which may not fit the qualification with the position due to this reason employees decide to terminate their job and joined other organization that matching the qualification with the position.

Also there is good relationship b/n the manager and employees. The manager guide employee's day to day activity. This issue has also been mentioned by above 4.2.5 majority of the respondents who have completed the questionnaires my manager has the necessary technical ability to lead our group. Major techniques to minimize turnover focus on adjusting its payment and reward system. And also job placement according to skill, experience and qualification.

#### **4.5. Discussion**

Understanding the causes of turnover is the first step to solving the turnover issue. The main research objective was to find out the determinants of employee turnover intention at JAY JAY textile factory PLC. Discussion of the findings the main reasons for employees to leave their jobs several factors were attributed to the phenomenon; it included salary and reward system, leadership issue, job satisfaction, peer pressure, policy and family. Salary Scale this is the most common cause of employee turnover proved by respondents. Employees are in search of jobs which pay well. If the companies in which they work do not pay well, they tend to hunt for jobs that pay them considerably well. According to Sinha and Shukla (2013) one common cause of high employee turnover rates is low pay and benefits package.

Lack of Recognition Poor recognition methods make employees leave their employer the study noted. The desire for fair recognition and improved status is very essential to everyone regardless of position, age, sex, education and the like. Every employee needs to be recognized by his peers, supervisors and other people. It is kind of embarrassing when someone's effort is not recognized or appraised. It was found that people want to work in a place where they can succeed and feel their contribution is appreciated. The absence of this environment can push people to explore other opportunities, hence employee turnover rate increases. Adequate and flexible benefits can demonstrate to employees that a company is supportive and fair ,and there is evidence to suggest that benefits are at the top of the list of the reason why employees choose to stay with their employer or to join the company in the first place (Lockhead and Stephens 2004).

On the other hand, involvement in decision making was also found another possible cause for turnover in which case employees not participate in any diction that is considered as the basis for this problem at JAY JAY textile factory PLC. Decision-making plays a vital role

in management. Decision-making is perhaps the most important component of a manager's activities. It plays the most important role in the planning process. When the managers plan, they decide on many matters as what goals their organization will pursue, what resources they will use, and who will perform each required task. According to Casey Anderson, when employees are involved in making decisions, they gain a professional and personal stake in the organization and its overall success. This commitment leads to increased productivity as employees are actively participating in various aspects of the company and wish to see their efforts succeed over all.

The findings that employees not happy that job placement according to skill, experience and qualification. An employee in the organization might have the proper skill; experience and qualification to fill job but the organization not give the exact position. Hence employees not work the exact position on the company there are not perform their task or their leave the company in this time the organization not active organizational goal. Similarly, (Bratt on andGold d, 2003), described the causal factors for turnover which include job not matching new employee's expectations, lack of attention from line managers, lack of training, lack of autonomy, lack of challenge and variety within the work.

**Lack of work-life Balance** It was discovered that lack of work life balance is a source of employee dissatisfaction. Some of the respondents complained that after job, they do not get enough time to spend with their families and for their personal activities, they are therefore demotivated and this fact forces them to think of leaving their employers. They argued that every person in life has his/her own life to which they want to give proper time other than work life, so whenever employees find any conflict in between both lives they prefer to move to somewhere else, where they could avoid such conflicts. In the present conditions of competition among different employers in the garment industry, there is a possibility that the employees are stretched to give maximum output and this may cause imbalance between work and employee's personal life. It was further noted that from the interview that, employees turnover was lower when employees had a shorter working hours and were given a choice of work schedules, even though their work load was higher. It was advised that organizations that provide employees with flexible work schedules had the advantage of reducing employee turnover. Employers can offer a range of different programs and initiatives, such as flexible working arrangements in the form of



part-time. More proactive workers can provide employees not to work after official working hours. Similarly Klein and Ehrhart (2002) stated that “long work hours are associated with increased work–family conflict and, at least indirectly, with psychological distress.

On the other hand leadership is the one cause of employee turnover in JAY JAY textile factory PLC. Majority of respondents said that the managers didn't give opportunity to develop and grow. In the company leaders not support employees to develop and grow in this time employees not perform their task because of this not achieve organizational goal. Similarly (Mobley, 1977) It is fairly likely that employees will not stay in their jobs due to the lack of support from managers.

In the JAY JAY textile factory PLC policy is one cause of employee turnover. Majority of employees said that policy are not resolve existing challenges in the company they are many reasons employees leave the organization but the policy not resolve this challenges .The company revise the policy many employees stay in the work place and work hard to achieve the success of organizational goal.HR and retention policies and practices to decrease employee turnover and improve organization performance (Murphy, 2009).

Due to the significant impact of turnover on the performance of JAY JAY textile factory PLC, the company has been obliged to design variety of mechanisms so as better retain its employees based on the data collected from the human resource manager. More specifically, the researcher had asked the human resource manager as to why they plan to increase the salary scale and the benefit packages at least to similar amount where others in the industry have. The explanation obtained in this regard the company loss young and qualified employees, to manage turn over the first step is to revise the policy specially salary and reward system. In the company it is that to minimize employee turnover adjusting its payment and benefit packages and to give reward.

On the other hand Human resource manager said that Decision-making plays a vital role in management. Decision-making is perhaps the most important component of a manager's activities. It plays the most important role in the planning process. When the managers plan, they decide on many matters as what goals their organization will pursue, what resources they will use, and who will perform each required task. Therefore, participating employees in any

decisions making process increasing effectiveness in decision making is an important part of maximizing your effectiveness at work

The other implication of turnover as the data collected indicates was found to be more expensive in terms of the time and the expenses incurred so as to undertake the selection, recruitment and training of replacing the employees who have left the organization. In addition to such costs, the replacement of new employees from to time also affected the performance of the organization in wasting the valuable working hours of existing employees and the quality of the production itself. In relation to this, the company is losing its long term and potential customers due to failure of timely delivery and compromised quality of its products. In the view the researcher, unless and otherwise make a serious decision by focusing on the required and relevant retention strategies of the employees; it couldn't get successful without being able to meet the expectation of employees in terms of delivery time and quality in this a highly competitive cut -the-throat business environment.

## CHAPTER FIVE

### SUMMARY OF MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATION

#### 5.1 Summary of major findings and discussion

Regarding the demographic characteristics of respondents the study found out that the majority of respondents are female. Majority of respondents are found to be in age group of 18-25 and thus the JAY JAY textile factory is composed of young energetic and productive work forces. Regarding educational back ground, majority have got 10+2holders and above. Similarly, the majority 63.3% have the experience between 1 to 5 years with their current organization.

The key factors determinant of employees' turnover intention shows that independent variables job satisfaction, salary and reward, leadership, peer pressure, policy and family. Salary and reward is the most significant factor that influences turnover intention in JAY JAY textile factory PLC.

Concerning salary and reward , the study indicates that respondent are found to be dissatisfied with their current salary and reward system. Majority of respondents are found to be dissatisfied with their current salary and reward.

The study found that majority of the respondents said that they are not satisfied with the amount of involvement in decision making in Company and also not satisfied with job placement according to skill , experience and qualification. So 49.7 %Job satisfaction level has a major effect to the level of turnover in the organization.

Concerning Leadership, the study indicates that majority of the respondents said that my manager is a highly effective leader but they also believe that dissatisfied my manager gives opportunities to develop and grow.

Concerning Peers pressure, majority of employees responded disagree with encourage you to work hard.

The study found that respondents are agreeing with the policy easily understandable and critical to workplace health or safety but they also believe that majority of respondent's side that strongly disagree the policy resolve existing challenges.

Human resource management (HRM) administrator of the organization believe that the main reason of turnover intention in the organization low salary and reward system. And also mismatch between employees' professional skills, knowledge, and abilities and those required by the job . Due to this reason that the company solving turnover focusing adjusting its payment and benefit packages and to give reward.

## **5.2 Conclusions**

The main objective of this study is to assess Factors determinants of employee turnover intentions: - The Case of JAY JAY textile factory PLC.

From the analysis made one can conclude that the main reasons of the high employee turnover that are found in the organization are: job satisfaction, salary and reward, leadership, peer pressure, policy and family.

Accordingly, from the findings of the study it can be concluded that work environment factor is not factor for employee turnover intention to leave JAY JAY textile factory in this study. Employees of JAY JAY textile factory are happy with the nature of their relationship with their manager as well as coworkers, at work the necessary equipment and tools to facilitate job and also work place is safe environment. Because of these work environment is not factors of the study.

On the other hand, employees are dissatisfied with salary and reward, opportunities to develop and grow, involvement in decision making in Company, Peers not encourage to work hard and the policy resolve existing challenges and also not discussed about work with in family. If employees are unsatisfied with these basic factors, employees may not perform their tasks as expected or may leave the company and this may have bad effect on the performance of organization.

The company under the study is losing young and qualified employees and this in turn affects the performance of the organization.

Intention of employees of JAY JAY textile factory to leave the company is significantly high. Intention ultimately leads to actual turnover so the Human resource management administrator has side that to minimize employee turnover adjusting its payment and benefit packages and to give reward. And also job placement according to skill, experience and qualification.

### **5.3. Recommendation**

Currently JAY JAY textile factory is not paying attractive salary. It is important to implement practicable strategies at least to reduce observed problems. Therefore, the organization may revise its compensation policy for example salary scale should be revised and paying competitive salary in order to reduce turnover intension and retain.

It is better if the company establishes incentive mechanism to encourage employee's job placement according to skill, experience and qualification to bring organizational productivity.

It is better if the company , participates employees in decision making and accepting their constructive views in solving the problem and leading the enterprise.

It is better if the company develops group as well as individual incentive system which enhance the performance of the employees and also helps to employees prefer to stay in the company rather to leave.

### **5.4. Suggestion for further Study/research**

To address the limitations of this research, I recommended that further research can be conducted to investigate the determinants of employee turnover intention and other variables which were not identified in the present study. Since this research is only limited to secondary data collection .Further research should also be conducted using secondary data to pin out the exact causes and effects of employee turnover in JAY JAY textile factory PLC .The sample was drawn from only one private organization, thus this study may be limited in its generalizability of the findings to other such organizations. So, future research should have to draw sample of respondents from different privet limited companies for the sake of comparing and generalizing the results of the study.

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Appendix I:



**SCHOOL OF GRADUATE STUDIES**

**Business Administration Program**

This questionnaire is prepared to be filled by employees of JAY JAY textile factory PLC. The objective of the questionnaire is to assess “Factors determinant of employees turnover intention of JAY JAY textile factory PLC. The study will be undertaken for an academic purpose only. Your responses are confidential. Thank you in advance for your collaboration to fill the questionnaire honestly and sincerely with the sacrifice of your leisure and work time.

General directions: Do not write your names or any identifying information on the questionnaire. This questionnaire will be filled and returned back to the researcher as fast as possible. Give response for all the questions. Your responses are very important for the researcher to accomplish the research study. Researcher’s contact address; Email address: hayelommanutd@gmail.com phonenumber: +251920718100

***PART I. PERSONAL INFORMATION OF THE RESPONDENTS***

***Please indicate the following by ticking (√) on the spaces in front of the response options:***

1. Sex: Male  Female
2. Age a) 18-25  b) 25-30  c) 30-35  d) 35-40   
e) 40-45  f) 45-50  g) > 50

3. Education a) 10+2  b) Diploma  c) Degree  d) Masters and above

4. Work Experience in Year(s)

a) <1 year  b) 1-5 Years  c) 6-10 years  d) 11 years&above

**Part II. Read the following items in the space provided by putting a “thick mark” (✓) to the degree you may contribute for employee turnover**

SA – Strongly agree

A – Agree

N- neither agree nor disagree

D – Disagree

SD – Strongly disagree

No	Items	SA	A	N	D	SD
	<b>Demographic and personal characteristics</b>					
1	I am the right type of person for this type of work					
2	A turnover intention of younger employees is higher than older employees in the organization.					
3	I am motivated to work collectively towards achieving common goals.					
4	Turnover intention of highly qualified employees are higher than less qualified employees					
5	My personality is a good match for this job.					
	<b>Job satisfaction</b>					
6	Most employees leave their organization because their expectation doesn't match with what they do.					
7	I am satisfied with my current job.					
8	Job satisfaction level has a major effect to the level of turnover in the organization.					
9	Most of the time, I have to force myself to go to work.					
10	I am happy with my job placement according to my skill , experience and qualification					
11	how satisfied are you with the amount of involvement you have in decision making in Company					
12	I am not stressed at work as I have enough time to get everything done on					

	my job					
	<b>Organization and work environment</b>					
13	I am working under the unclean environment					
14	There is a good relationship between the workers and the Supervisors in the factory.					
15	There is discrimination in the company based on gender, race or on any other basis					
16	My working environment is initiating me to leave the organization.					
17	I like the working condition of my organization.					
18	At work, I have the necessary equipment and tools to facilitate my job.					
19	Working environment of team is not good for career Growth.					
20	I feel that my work place is a safe environment.					
	<b>Salary and Reward</b>					
21	Most employees leave their organization because of low salary in search of better salary					
22	I am paid according to my working experience					
23	The salary of the company is good according to the work you are Performing.					
24	I am satisfied with my pay					
25	The reward practice in the organization matches the performance of employees.					
26	I receive adequate recognition and rewards for a job well done					
27	I feel that I am rewarded with better appraisal rates and grade promotions based on my actual performance					
	<b>Leadership issue</b>					
28	My manager provides clear goals for our group					
29	My manager role models how to work effectively with others.”					
30	My manager allows me the freedom to do my job as I feel best.”					
31	My manager has the necessary technical ability to lead our group.”					
32	My manager is a highly effective leader.”					
33	“My manager values my input and perspective.”					
34	My manager gives me opportunities to develop and grow.”					

35	My manager offers useful feedback regularly.”					
36	My manager seeks to share important information with me in a timely manner.”					
	<b>Peer pressure issue</b>					
38	your peers naturally play a greater role in your life					
39	Peers encourage you to work hard					
40	Your friends listen and give you feedback as you try out new ideas, explore belief, and discuss problems.					
41	Peers can help you make decisions					
	<b>Policy issue</b>					
45	Is there policy in the company					
46	If the policy easily understandable					
47	Is this policy critical to workplace health or safety?					
48	Would the policy resolve existing challenges					
49	Might the lack of the policy contribute to reputational risk or misrepresentation by an employee?					
	<b>Family issue</b>					
53	your parents usually chose your friends					
54	Your parents support your work					
55	If you discuss about work with family					
56	Family’s push you leave works					

What other possible causes do you know for turnover? Please, list out them under here:

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## **Appendix II: Interview Questionnaires**

1. Do you think that there is a high rate of turnover in your organization?
2. What do you think are the major reasons for turnover of employees?
3. Can you list some of the challenges the company has faced due to turnover related with Performance of the company?
4. Did the working environment of the company is attractive compared to other Competing company?
5. Do you think that mismatch between employees' professional skills, knowledge, and Abilities with those required by the job the causes of turnover intention?
6. Do you think that there exists smooth relationship between manager and Employees?
7. What techniques the companies use to minimize turnover?

Thank you for your participation!